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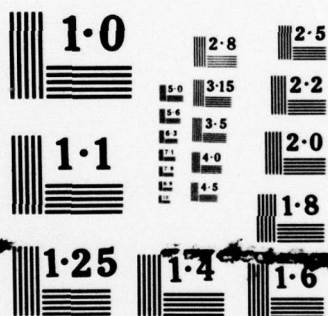
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Objective Training Status Criteria

By:

Irving Heymont
Victor W. Hobson

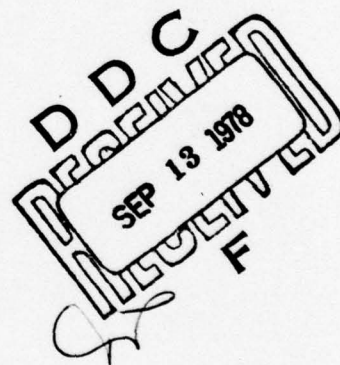
Prepared for:

Headquarters Department
of the Army (DAMO-ODR)

Contract: DAAG39-77-C-0206

May 1978

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report

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→ organizational levels within the battalion. An outline plan for field testing the tank battalion criteria is also also included. ↗

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PREFACE

The research effort documented in this report was greatly assisted by the advice and support of many individuals and agencies outside the General Research Corporation. The authors especially recognize the assistance provided by the Project Officer, Major Gerald Williams, of DCSOPS, and Major General Edward Bautz, Jr. (USA Ret) who served as the principal consultant on the project. Members of the In-Process Review Group are too numerous to mention by name but were most helpful in monitoring the progress of the study and in highlighting issues to be faced and problems to be overcome. Special thanks are also accorded the DA Tank Force Management Group, National Guard Bureau, Office of the Chief, Army Reserve, and the units that participated in the informal coordination for their cooperation and response to requests for comments and suggestions during the development of the objective training evaluation criteria for the tank battalion.

Finally, special appreciation is expressed to Mrs. Kathlyn Spaur who provided administrative assistance to the Study Team. The production of this report could not have been accomplished without her expert and patient work.

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Section 1

INTRODUCTION

PURPOSE

This report presents the following:

- Methodology for the development of objective criteria for rating the training status of Army battalions including the rationale for selection of the criteria and guidelines for their application.
- Objective criteria, based on the above methodology, for rating the training status of a tank battalion as input for the Unit Status Report, with an outline plan for field test of the criteria and procedure.

BACKGROUND

There is a need for objective criteria for measuring the training proficiency status of US Army combat, combat support, and combat service support units in the Active and Reserve Components of the Total Force. Such objective criteria are needed to assist the Department of the Army and intermediate commands in assessing training conditions and trends and in allocating training resources. These needs were highlighted in a recent study by the Army War College and in current problems with regard to justification of requirements for training resources and the allocation of resources made available.

The US Army War College Study

A study of the US Army Unit Readiness Reporting System was conducted by the Strategic Studies Institute of the US Army War College at the direction of the Vice Chief of Staff of the Army. The study was initiated because of the questionable validity, reliability, and integrity with which the system functions. The study report concluded, in regard to training reports, that:

- evaluation of training readiness is highly subjective, based to a great extent on assumptions and hypothetical situations, and without reference to definitive standards or quantification as has been done in the personnel and logistic fields.

- training REDCONs being reported are regarded as invalid and inflated by a sizeable majority of Army personnel, particularly at lower levels.

- the procedure of estimating number of weeks to achieve a C-1 training REDCON is valueless and a source of dissatisfaction within units. Current assessments are highly inflated and simply do not "tell it like it is."

- if the training resource area cannot be quantified, consideration should be given to dropping it entirely from the report and relying on personnel and equipment status for readiness indicators.

The new Army Regulation on the Unit Status Reporting System, expected to take effect in July 1978, does not change the subjective nature of the estimates and reports on the status of training. (The name of the AR was changed from "Unit Readiness Reporting" to "Unit Status Reporting" to identify the report more accurately and align it with the purposes of the Force Status and Identity Report (FORSTAT)).

Training Resource Problems

Most of the resource costs for training, except ammunition, are OMA costs. In response to pressures from the Congress, OMB, and OSD, the Chief of Staff of the Army has directed that efforts be made to quantify the basis for OMA funding. Part of these efforts include development of methods to quantify and relate the cost of training somehow to training proficiency. FORSCOM and USAREUR are pursuing development of models and cost data (battalion field training day) to relate changes in funding to changes in unit training tempo. However, there are no methods yet to relate training costs to training proficiency status. The objective criteria presented in this study are designed to assist in the development of such methods by use of objective performance standards as indicators of training proficiency. These objective performance standards are sufficiently specified so that the resource requirements (dollars, time, and facilities, etc.) associated with each standard can be developed.

SCOPE

The remainder of this report consists of the following:

1. Army guidance for this study with respect to the desired characteristics of the objective training status criteria (Section 2).
2. The general methodology for development of objective criteria for rating the training status of Army battalions (Section 3).
3. The objective criteria, based on the above methodology, for rating the training status of Active and Reserve Component tank battalions (Section 4).
4. Data requirements to develop the training status of tank battalions using the objective criteria, and suggested data elements for reporting the training status on the Unit Status Report (Appendix A).
5. An outline plan for field test of the procedure for developing and reporting the training status of the tank battalion using the objective criteria (Appendix B).

Section 2

STUDY GUIDELINES

RATING THE STATUS OF UNITS

The draft AR 220-1 revises the definitions of the ratings for reporting the status of units. Units rated 1, 2, and 3 are considered capable of performing their TOE/MTOE missions. Within this category the numerical ratings provide for different levels of proficiency. A numerical rating of 4 indicates that the unit is incapable of performing the full TOE/MTOE mission. The basic task of this study is to equate the word descriptions of the revised "C" training status ratings with measurable tasks and conditions that provide an objective evaluation of training status. The essential elements of these definitions as they pertain to training status are:

- C1—A unit capable of performing...the full TOE mission...capable of being deployed without additional preparation....
- C2—A unit capable of performing effectively...the full TOE mission but with minor shortcomings...capable of being deployed with minor additional preparation....
- C3—A unit capable of performing the full TOE mission...but with major shortcomings which limit unit effectiveness...capable of being deployed...under emergency conditions....
- C4—A unit incapable of performing the full TOE mission...requires major upgrading prior to employment/deployment in combat....

CHARACTERISTICS OF TRAINING STATUS CRITERIA

The Work Statement for the study establishes the following characteristics for the objective training status criteria:

- Measure level of proficiency achieved and not solely training tasks accomplished.

- Measure proficiency in executing essential mission-related tasks.
- Applicable to both Active and Reserve Component units.
- Of utility for evaluating each organizational level within the battalion.

- Will not drive the unit training effort except where it is known that proficiency level in a unit or individual skill is a function of time since last training in that skill.

- Simple and easy to understand and with minimum burden on unit commanders as regards training records and data collection.

- Not dependent on experimental training measurement systems.

- Lend themselves to relating proficiency levels to resource requirements.

Section 3

GENERAL METHODOLOGY

BASIC PRINCIPLES

The general methodology for development of objective training status criteria for battalions is based on the following:

- Each training status rating (C1, C2, C3, C4) translates the applicable word description in AR 220-1, "Unit Status Reporting," into levels of performance of specified essential mission-related training tasks. For each training status rating there are also an associated frequency of demonstration of proficiency and a minimum level of personnel turbulence between such demonstrations.

- The training status rating is based on unit demonstration of proficiency (output). The training proficiency of individuals is considered only when necessary to evaluate effects of personnel turbulence and protracted periods between unit demonstrations of proficiency.

- C2 and C3 training status ratings represent specified lesser levels of proficiency, in terms of degraded or more infrequent demonstrations of proficiency, than prescribed for a C1 rating.

- The training status criteria are designed to have the following characteristics:

- Of equal utility for evaluating each significant organizational level within both Active and Reserve Component battalions.

- Will not drive the conduct of training by the unit (i.e., frequency and nature of refresher training).

- Readily understandable and with minimum burden on unit commanders as regards training records and data collection.

- Not dependent on experimental training measurement systems.

ESSENTIAL UNIT TRAINING MISSIONS AND STANDARDS

The essential unit training missions and standards for a battalion are derived by a systematic mission analysis. This is an orderly step-by-step analysis of the unit's TOE mission for the purpose of developing training and evaluation programs which specifically apply to the performance of that unique mission.*

The major steps in mission analysis for deriving the essential unit training missions and standards are shown below:

Step 1—Conduct Mission Analysis

- a. Identify major mission operations
- b. Specify major tasks for each mission
- c. Develop preliminary task inventory
- d. Validate inventory

Step 2—Select Tasks Which Are Training Status Indicators

Step 3—Conduct Task Analysis

- a. Develop conditions and standards.

In Step 1a, the TOE of the battalion and the doctrine for its employment are analyzed to identify "major mission operations" and "major tasks" that pertain to each mission. This includes a study of what the unit is required to do and how it is organized and equipped to do it. A major mission operation is a major functional area within the overall unit mission. This overall unit mission is stated in the TOE, usually in general terms, along with other pertinent information such as capabilities, organization, weapons, and equipment. For most types of battalions, the TOE mission statement is too general for use as a training objective and the TOE statements of capabilities are not much better for this purpose.**

*The techniques for mission analysis are described in detail in CONARC Pamphlet 350-11, "Systems Engineering of Unit Training." Another description of mission analysis techniques, oriented on individual training, is contained in TRADOC Pamphlet 350-30, "Interservice Procedures for Instructional Systems Development."

**Outstanding exceptions are the TOEs of Transportation Corps truck units.

The doctrine, tactics, techniques and procedures covering the employment of the battalion are covered in field manuals, training circulars, and comparable publications. These serve as the basis for completing the remainder of Step 1 as well as Step 3.

In Step 2, a selection is made of the specific tasks to be used as training status indicators. Combat, of course, is the only real test of training status (or of personnel status, logistic status or overall unit status, for that matter). Accordingly, training status ratings cannot be fully predictive and must be selected to provide as strong an indication as possible of the proficiency of a unit in performing the missions for which it is organized. Consequently, the specific tasks to be used as training status indicators are limited to essential mission-related tasks.

The conditions and standards selected in Step 3 are, at this stage, those that a fully trained unit can perform with a consequent training status rating of C1. In effect, the aggregate of the tasks, conditions, and standards represents a training objective for attainment of a C1 training status.

In the analytical process for developing essential unit training missions and standards, careful examination should be made of the Army Training and Evaluation Program (ARTEP) published for the battalion. Many of these ARTEPs, certainly not all, are based on thorough mission analyses and consequently include the essential unit training standards and missions except possibly for some gunnery proficiency. ARTEPs are organized into increasingly difficult training and evaluation levels. The most difficult is categorized as Level 1 which is defined as the minimum training proficiency required of a fully ready (combat ready) unit. Minimum requirements are specified in terms of demonstrable proficiency in the execution of operational missions. Each operational mission, in a well-prepared ARTEP, is broken down into tasks which are critical to the performance of the mission and these tasks have been further analyzed to determine the conditions under which they are performed and the standards which must be met. These standards are generally defined as the degree of quality which must be achieved for satisfactory performance of the task. The standard may be quantitative

in terms of completion time or production or achievement requirements, or it may be qualitative and stated in terms of an expected excellence of task performance. In summary, in a well prepared ARTEP, the Level 1 missions are often the essential missions requiring successful performance to achieve a fully-trained status. However, for any given type of battalion, a mission analysis is required to verify the adequacy of the applicable ARTEP.

LEVELS OF TRAINING STATUS

AR 220-1 indicates that C2 and C3 are status levels representing increasingly severe limitations in proficiency in the performance of the essential missions established for a combat ready unit. Consequently, C2 and C3 training status criteria are developed as measures of lesser proficiency than the level specified for a C1 training status. The limitations should be stated in terms of lower levels of performance proficiency. Although demonstrated proficiency on ARTEP Level 1 tasks is indicative of a fully trained (C1) unit, ARTEP Levels 2 and 3 tasks are not used as indicators of proficiency for C2 and C3 training status ratings. This is because the training missions specified for ARTEP Levels 2 and 3 evaluations do not encompass the essential training missions for a fully trained unit, and the C2 and C3 training ratings represent limitations in proficiency in performing those essential missions.

Limitations in training proficiency can be stated in terms of the number of essential training missions successfully completed coupled with the time period* since last demonstration of proficiency. Generally, a C1 company or smaller unit should demonstrate successful performance of all or almost all of the essential training missions every six months, a C2 company should successfully perform 2/3 of all essential missions every six months, and a C3 company should successfully perform 1/2 of all essential missions every 12 months. At the battalion level, the time period for a C2 rating can generally be extended to 12 months. This general guidance must be applied with careful consideration given to

*The methodology for establishing this time period (frequency of demonstration of proficiency) is discussed subsequently.

the nature of the essential training missions of the organizational level of concern.

Successful performance of some essential training missions, such as gunnery, are criterion-referenced in that there is a minimum satisfactory score. This minimum satisfactory score is considered "successful performance" for the purpose of establishing training status. Lower levels of proficiency in the performance in such training missions are established by increasing the time between demonstrations of proficiency. For example, in the proposed training status criteria for the tank crew (Section 4, Table 1) a score of at least 70% is required on firing Table VIII. However, for a C1 rating this firing must have been accomplished within the preceding six months and for a C2 rating within the previous 12 months.

FREQUENCY OF TRAINING STATUS PROFICIENCY DEMONSTRATION

The establishment of the frequency of demonstrations of training proficiency should not be conditioned by known limitations in available facilities and resources. Rather, the frequency should be based on the descriptions of training status levels as given in AR 220-1.

There are little or no data available on degradation of collective training proficiency of battalions and their subordinate elements. Consequently, degradation factors must be based on professional judgment in light of the essential training missions of the unit. Some of these judgments can be inferred from field manuals, other training literature and publications such as FORSCOM Circular No. 350-8, "FORSCOM Training Readiness Program." (See Appendix C for listing of various policies and standards that bear on this problem.)

In the absence of specific data on the impact of time on the unit training status, for a C1 rating, proficiency on all essential training missions should be demonstrated at least every six months; for a C2 rating every six or 12 months depending on the specific training mission; and for a C3 rating every 12 months.

IMPACT OF PERSONNEL TURBULENCE

Personnel turbulence must be considered in establishing training status criteria because it may decrease collective training proficiency.

Data on the decrease resulting from personnel turbulence (quantitative and qualitative) are not available. It is generally accepted that turbulence has greater impact on units requiring close team work than on units where the unit output is dependent primarily on skilled individuals accomplishing semi-independent tasks (e.g., wheeled vehicle mechanics as contrasted to tank crews). Care must also be taken to identify the special team work among key members of the unit that has marked influence on the unit training proficiency (e.g., commander and gunner in a tank crew).

Training status is oriented on demonstration of unit proficiency. Consequently, the assessment of the impact of turbulence is based on the number of key members of the unit that participated in a successful demonstration of unit training proficiency with the unit or a like unit in the same time period. In the absence of specific data on the effects of personnel turbulence, for a C1 rating, at least about 86 percent of the key members of the unit must have participated in a successful demonstration of unit training proficiency, as just described; 77 percent for a C2 rating; and 68 percent for a C3 rating.

Turbulence should be measured at the smallest significant subelement (e.g., tank crew in a tank battalion) with the impact at the higher levels considered in the building block approach described below.

BUILDING BLOCK APPROACH

The training status criteria are designed on a building block basis to be of utility for evaluating key organizational levels within the battalion. The selection of the key organizational elements is dependent upon the mission of the unit. Generally elements of a battalion that do not operate semi-independently (e.g., a communications platoon in a nonsignal unit or a combat support company in a maneuver battalion) or can be evaluated as part of the mission operations of the company or battalion (e.g., maintenance platoon or smaller combat service support elements) are not used as building blocks. Evaluation of such elements is included as part of the appropriate training tasks of the battalion as a whole.

Each key organizational element selected for development of training status criteria must be examined for personnel strength as it relates to training proficiency (output). For example, a tank crew (a key organizational element) with less than four members assigned should be rated C4 because an understrength crew is not capable of "performing the full TOE mission" even "with major shortcomings" (definition of C3 in AR 220-1). Similarly, the absence of operational subelements reduces the training proficiency (output) of a unit. As a general rule, a rating of C1 should indicate at least 85 percent total systems (units) available, C2 at least 70 percent available, and C3 at least 60 percent available. However, the application of this general guidance must be tempered by the total number of systems (units) available and the TOE mission of the unit.

At each succeeding organizational level, training is considered a function of the training performance at that level and the training status of subordinate units. For example, the training status of an infantry battalion/task force is dependent on both proficiency in the performance of battalion/task force training tasks and the training status and ratings of the subordinate companies and other elements.

In the development of training status criteria there may be a problem in the weighting of disparate factors such as the training status of companies, platoons, etc., and battalion level tasks. In such cases judgment must be used in assessing the relative contributions of all these factors to unit training proficiency (output) in light of the TOE mission. The solution developed should be easy to understand and simple to apply. Consideration should be given to assuming that some subunits make equal contributions to accomplishment of the unit mission. Cognizance must also be taken of the variable impact that different elements have on total mission effectiveness. One approach is to weigh the impact on unit effectiveness if the disparate subelement building block(s) were not available. One treatment of this problem is described in Section 4.

Section 4

OBJECTIVE TRAINING STATUS CRITERIA FOR THE TANK BATTALION

GENERAL

The objective criteria for rating the training status of each organizational level of the tank battalion are presented in Tables 1 through 6. These criteria were developed as explained below using the methodology in Section 3, as it applies to the essential mission requirements of the tank battalion, and in consideration of the comments of field units during informal coordination of the criteria. Army Major Commands (MACOMs) may prescribe additional objective criteria based on their particular missions.

The data requirements for this procedure for developing and reporting the training status of tank battalions based on objective criteria are discussed in Appendix A. An outline Test Plan for the new procedure has also been developed and is included in Appendix B. The resource implications of adoption of the criteria are discussed in general terms in Appendix D.

LOGIC FOR THE TANK BATTALION CRITERIA

Based on the methodology described in Section 3, it was determined that the major factors influencing the selection of the training status criteria are as follows:

- The essential missions that a combat-ready tank battalion should be able to perform and the associated standards of performance.
- The correlation between performance-oriented standards for essential combat missions and training status levels or ratings ("C" ratings).
- The study requirement to stratify training data to enable evaluation of the training status of organizational levels within the tank battalion.

- The combination of training status ratings of the subordinate elements (organizational levels) of the tank battalion to develop the training status rating and supporting data for the battalion.

- The frequency of evaluation of training proficiency in combat critical missions to maintain training status at specified levels.

- The impact of personnel turbulence on training proficiency.

The treatment of each of the above factors is discussed below.

Essential Missions and Performance Standards. The TOE for the tank battalion and the doctrine for employment of the battalion were analyzed to identify essential mission operations and the major tasks that pertain to each mission. Basically this involved a comprehensive study of what the unit is required to do and how it is organized and equipped to do it. This research also included the identification of mission/performance standards as given in Army publications, training directives, policy statements, etc. (See Appendix C.)

Fire and maneuver are the fundamental functions of the tank battalion/battalion task force. Gunnery (firing) standards are set forth in FM 17-12 (Tank Gunnery) for individuals, crews, and platoons of the tank battalion. For the maneuver function, the missions/tasks/conditions/standards are given in the ARTEP for the tank battalion (ARTEP 71-2, The Army Training and Evaluation Program for the Mechanized Infantry/Tank Task Force, 17 June 1977).

ARTEPs are organized into increasingly difficult training and evaluation levels. The most difficult is categorized as Level 1 which is defined as the minimum training proficiency required of a combat-ready unit. To reach Level 1, requirements are specified in terms of demonstrated proficiency in the execution of minimum essential operational missions, with each mission broken down into tasks, conditions, and standards which are critical to the performance of the mission. Thus, in terms of the maneuver function, unit proficiency in the performance of ARTEP Level 1 requirements equates to a C1 unit or "a unit fully capable of performing" the full TOE operational missions.

To complete the training status evaluation of the tank battalion, the weapons employment proficiency of crews and platoons were also

evaluated. Proficiency in the firing of Table VIII (FM 17-12) is the basic gunnery standard for tank crews. This table tests the crew's ability to engage moving and stationary targets with tank-mounted weapons during daylight and periods of limited visibility. For tank platoons, proficiency in the firing of Table IX (Platoon Battle Run) is the gunnery standard. The battle run incorporates tank fire with tactical maneuver and tests control and distribution of platoon fires. In summary, tank gunnery Tables VIII and IX cover all essential gunnery tasks of the tank crew and platoon. Satisfactory performance of these tables equates to a unit capable of performing the full TOE gunnery mission for a C1 unit.

Levels of Training Status. The definitions of the ratings of C2 and C3 in the draft AR 200-1 indicate that these levels of overall status represent degradations in proficiency in the performance of the essential missions established for a combat-ready (C1) unit. Consequently, C2 and C3 training status criteria were developed as measures of lesser proficiency in meeting the C1 standards for ARTEP Level 1 operational missions and tank gunnery.

Training Status at Organizational Levels. To meet this requirement, the training status criteria were designed on a building block basis that starts with the tank crew and covers the tank platoon, tank company/team, heavy mortar platoon, scout platoon, and tank battalion/task force. Elements of the tank battalion that do not operate semi-independently (e.g., communications platoon) or can be evaluated as part of the tactical operations of the battalion or company (e.g., combat service support elements) were not specifically addressed by the proposed criteria. Rather, evaluation of such elements is included as part of the appropriate Level 1 training tasks as specified in ARTEP 71-2.

At each succeeding organizational level, training status was considered a function of the performance of training tasks at that level and the training status of subordinate units. For example, the training status of a tank company/team is dependent on both proficiency in the performance of company/team training tasks and the training status and ratings of the tank platoons of the company.

Weighting of Subunit Contributions to Overall Unit Training Status.

A problem in developing the criteria for the tank battalion/task force was the weighting of disparate factors such as the training status of tank companies, mortar platoons, scout platoons and the performance of battalion/task force level tasks. For simplicity it was assumed that the heavy mortar and scout platoons make about equal contributions to the accomplishment of the tank battalion/task force mission.

It was accepted that the impact of the training status of these two platoons on the training status of the battalion/task force as a whole is variable because of the difference in contribution to total mission effectiveness as compared to other units such as tank companies. For example, it was accepted that if both platoons are C3 or better, they do not affect the overall rating of a battalion/task force where all other elements are at C1.

Frequency of Training Status Evaluations. There are no test data available on degradation of collective training proficiency of tank battalion elements as a function of time. Consequently, the degradation factors used in the tentative criteria were based on such data as are available in various Army publications. For example, the tentative criteria for a C1 tank crew requires firing Table VIII at least once every six months. The sample annual training program in FM 17-12 for a fully trained tank crew (ARTEP Level 1 status) infers that Table VIII should be fired about every six months. For lack of better data at this time, this standard is accepted for such crews. For lesser standards of proficiency, the frequency and difficulty of performance (training) have been decreased.

Impact of Personnel Turbulence. Personnel turbulence decreases proficiency in collective training tasks. However, data on the decrease resulting from personnel turbulence (quantitative and qualitative) are not available. It is generally accepted that to be a fully proficient tank crew, the tank commander and the gunner, at the minimum, must have satisfactorily fired Table VIII together. Also, replacements who are MOS-qualified, have satisfactorily completed the Tank Crew Skills Qualification Test, or have participated in a satisfactory firing of Table VIII

with a different crew do impact on crew proficiency but can be integrated as a proficient crew in a short time. These factors were integrated into the definitions of the criteria.

INFORMAL COORDINATION

An initial draft of the criteria in Tables 1 through 6* was prepared and sent to a sample of Active and Reserve component headquarters and units for informal comments which were obtained during later visits by GRC personnel or by mail. The headquarters and units in the sample are listed below. Valuable comments were received and used to refine the criteria. The trip reports by GRC personnel and the comments received by mail from ARNG units are in App E.

Two significant general comments received were:

- All units stated that the data needed to apply the proposed criteria are already available or can be readily generated.
- All the Reserve Component units were of the opinion that the criteria should be applicable only to Active units because RC units do not have comparable training opportunities and consequently may have a C4 training status most of the year.

1. CONUS

a. Reserve Components

- (1) National Guard Bureau
Adjutant General, AL ARNG
31st Armored Brigade, AL ARNG
Adjutant General, CA ARNG
Adjutant General, KY ARNG
149th Armored Brigade, KY ARNG
1/123 Armor, KY ARNG
2/123 Armor, KY ARNG
Adjutant General, NC ARNG
2/102 Armor, NJ ARNG
1/263 Armor, SC ARNG
2/263 Armor, SC ARNG
Adjutant General, TN ARNG
30th Armored Brigade, TN ARNG
Adjutant General, TX ARNG
49th Armored Division, TX ARNG
- (2) 6/68 Armor (157 Inf Bde (M)), USAR

* Pages 19, 20, 21, 22, 23, and 24.

b. Active Component

Hq FORSCOM
Department of the Army Tank Force Management Group
Hq 1st Infantry Division (M)
Hq, 2d Brigade
1/63 Armor
2/63 Armor
4/63 Armor
3/67 Armor (2d Armored Division)

2. USAREUR

Hq USAREUR
Hq 7th Army Training Command
Hq 1st Armored Division
Hq, 2d Brigade
Hq, 3d Brigade
2/81 Armor
3/35 Armor
1/54 Inf (M)

ORGANIZATION OF THE SECTION

The criteria are arranged sequentially from crew to battalion level as follows:

- Table 1 - Tank Crew
- Table 2 - Tank Platoon
- Table 3 - Tank Company/Company Team
- Table 4 - Scout Platoon
- Table 5 - Heavy Mortar Platoon
- Table 6 - Tank Battalion/Task Force

The above arrangement illustrates the "building block" approach (tank crew to battalion) used in developing the criteria, and shows how the readiness evaluation at each echelon influences the evaluation of the next higher echelon.

Table 1
TANK CREW^a

Status	Scored at least 70% on Table VIII, A,B (Svc)	Scored at least 70% ^b on Table VI, A,B (Svc) Table VIIIC (Subcal)	Tank commander and gunner	Satisfactory Completion of TCGST ^c
C1	Within preceding 6 months	-	Participated in firing Table VIII, A,B (Svc) with this crew	Within preceding 3 months for those crew members not having fired Table VIII with the crew
C2	Within preceding 12 months	-	Participated in firing Table VIII, A,B (Svc) with this or other crew within the preceding 12 months	All crew members within preceding 6 months
C3	-	Within preceding 12 months	Participated in firing Table VI, A,B (Svc), Table VIIIC (Subcal) with this or other crew within the preceding 12 months	All crew members within preceding 12 months

^aTank crews with less than 4 members assigned have a C4 status

^bBased on scoring prescribed in FM 17-12

^cTank Crew Gunnery Skills Test, described in FM 17-12

Table 2

TANK PLATOON

Status	Minimum Operational Tank Crews	Minimum Status Tank Crews	Scored at least 70% ^a on Table IX, A, B (Svc)	Scored at least 70% ^a on Table IX, A, B (Svc or Subcal)	Scored at least 70% ^a on Table VP (Subcal)	Satisfactory ARTEP Level 1 Evaluation ^b
C1	5	4 at C1 1 at C2	Within preceding 6 months	-	-	All 5 missions within preceding 6 months
C2	5	4 at C2 1 at C3	-	Within preceding 12 months	-	3 missions within preceding 12 months
C3	4	3 at C3	-	-	Within preceding 12 months	3 missions within preceding 12 months

^aBased on scoring prescribed in FM 7-12^bARTEP 71-2, Appendixes 8-21 thru 8-25. Evaluation may be formal or informal and conducted as part of a company/team or battalion/task force evaluation.

Table 3

TANK COMPANY/COMPANY TEAM

<u>Status</u>	<u>Minimum Status Tank Platoons</u>	<u>Satisfactory ARTEP Level 1 Evaluation^a</u>
C1	2 at C1 1 at C2	All 6 missions within preceding 6 months
C2	2 at C2 1 at C3	4 of the 6 missions within preceding 6 months
C3	2 at C3	3 of the 6 missions within preceding 12 months

^aBased on the minimum Level 1 evaluation requirements for the company team as described in ARTEP 71-2 (Table 5-1). The evaluation may be formal or informal and conducted as part of a battalion/task force evaluation.

Table 4
SCOUT PLATOON

<u>Status</u>	<u>Operational Squads</u>	<u>Satisfactory ARTEP Level 1 Evaluation^a</u>	<u>Participated in ARTEP Evaluation^b</u>
C1	7	All missions within preceding 6 months	At least 6 NCOs with this platoon or with another scout platoon within preceding 6 months
C2	6	3 of the 5 missions within preceding 6 months	At least 4 NCOs with this platoon or with another scout platoon within preceding 6 months
C3	5	3 of the 5 missions within preceding 12 months	At least 4 NCOs with this platoon or with another scout platoon within preceding 12 months

^a ARTEP 71-2, Chapter 8, Appendixes 36-39 and Chapter 9, Appendix 11.

^b Individuals assigned to NCO duties in the platoon are considered to be NCOs regardless of grade.

Table 5
HEAVY MORTAR PLATOON

<u>Status</u>	<u>Operational Squads</u>	<u>Satisfactory ARTEP Evaluation^a</u>	<u>Participated in ARTEP Evaluation^b</u>
C1	4	Within preceding 6 months	At least 12 members with this platoon or with another heavy mortar platoon within preceding 6 months
C2	3	Within preceding 6 months	At least 10 members with this platoon or with another mortar platoon within pre- ceding 6 months
C3	2	Within preceding 12 months	At least 8 members with this platoon or with another heavy mortar platoon within preceding 12 months

^aARTEP 71-2, Chapter 8, Appendix 41 for a C1 rating; Chapter 6, Appendix 26 for a C2 or C3 rating.

Table 6
TANK BATTALION/TASK FORCE^a

<u>Status</u>	<u>Minimum Status Tank Companies</u>	<u>Minimum Status Scout and Mortar Platoons</u>	<u>Satisfactory ARTEP Level 1 Evaluation^b</u>
C1	2-C1 1-C3	2-C3	Any 6 of the 9 missions within preceding 6 months
C2	2-C2 1-C3	1-C3 1-C4	4 missions within pre- ceding 12 months
C3	2-C3	-	3 missions within pre- ceding 12 months

^aMajor commanders may prescribe additional criteria based on their missions.

^bBased on the minimum Level 1 evaluation requirements for the battalion task force as described in ARTEP 71-2 (Table 5-1). The evaluation may be formal or informal.

Appendix A

DATA REQUIREMENTS AND DATA ELEMENTS FOR TRAINING STATUS REPORTING

DATA REQUIREMENTS

Based on the training status criteria presented in Section 4, units of the tank battalion would be required to develop and maintain the following data:

a. Tank Company

1. Number of operational tank crews and strength of each crew.
2. Date and scores on firing of gunnery tables including Table IX.
3. Names and crew position of crew members assigned who participated in last firing of crew gunnery tables.
4. Gunnery experience of members joining since the last firing referred to above.
5. Date and performance scores of last TCGST of all tank crew members.
6. Date and results of last evaluation of ARTEP Level 1 tasks for each platoon and the company.

b. Combat Support Company

1. Number of operational squads in the scout and mortar platoons.
2. Date and performance results of last evaluation of ARTEP tasks* for the scout and mortar platoons.
3. Number of men in the scout and mortar platoons who participated in the last ARTEP evaluation of the platoons.
4. The ARTEP experience of men joining the scout and mortar platoons since the last ARTEP evaluations of the platoons.

* See Tables 4 and 5 of Section 4.

c. Battalion Headquarters

1. Training status rating of each tank company, scout platoon, and mortar platoon.
2. Date and performance results of last evaluation of ARTEP Level 1 Tank Bn/Bn Task Force tasks.

During field visits it was learned that most units have these data on hand. As a matter of fact, battalions in one brigade in Europe operate on the basis that data are required to manage properly and accordingly maintain a much more extensive data base. Thus, these data requirements would not impose an administrative burden on the units involved. Moreover, the data are of the nature that unit commanders would normally be required to know in order to be up-to-date on the training status of their units.

DATA ELEMENTS FOR TRAINING STATUS REPORTING

General. Separate battalions and battalions organic to divisions and separate brigades submit status reports on DA Form 2715 (Unit Status Report Worksheet—Sections A and B) and on DA Form 2715-1 (Section C—Remarks). The revised AR 220-1 to become effective about July of 1978 modifies the format of DA Form 2715 to accommodate new status reporting instructions. If objective criteria are adopted for the training status portion of the Unit Status Report to replace the subjective criteria in the revised AR, then the reporting format for the training status will require change. In this regard there are several factors to be considered: (1) the universal nature of the status report worksheet which is designed for reporting the training status of all types of battalions; (2) the need to standardize the training status entries to the maximum extent possible if the formats are to continue to apply to all types of battalions; (3) the high probability of having to specify varying sets of entries (variables) to best describe the training status of the different types of battalions, e.g., combat, combat support and combat service support battalions; and (4) possible limitations in the number of blocks or spaces available for entries on the worksheet which pertain to training status. (Under the revised AR, Sections A and B of the worksheet have 80 spaces each for all entries—personnel, equipment on hand, equipment status, training and overall ratings.)

Full consideration cannot be given all the above factors until a more representative sample of objective criteria for the various types of Army battalions has been developed. Consequently, a format for reporting the training status of tank battalions based on the objective criteria would be premature at this stage. Instead, data elements which should be considered for inclusion in Sections A and B of the Status Worksheet when revised to reflect the objective training status ratings are given below.

Section A of Status Worksheet (Draft DA Form 2715). The format for Section A of the Status Worksheet from draft AR 220-1 is shown in Annex 1 to this Appendix. The training portion is extracted below.

* * * * *

m. Training Data

- | | | | |
|-----|----------------------|----------------------|--|
| | 52 | 53 | |
| (1) | <input type="text"/> | <input type="text"/> | Weeks to complete training |
| | 54 | | |
| (2) | <input type="text"/> | | Availability of Funds |
| | 55 | | |
| (3) | <input type="text"/> | | Availability of Equipment/Materiel |
| | 56 | | |
| (4) | <input type="text"/> | | Availability of Qualified Leaders |
| | 57 | | |
| (5) | <input type="text"/> | | Accessibility of Training Areas/Facilities |
| | 58 | | |
| (6) | <input type="text"/> | | Availability of Fuel |
| | 59 | | |
| (7) | <input type="text"/> | | Availability of Ammunition |
| | 60 | | |
| (8) | <input type="text"/> | | Availability of Time |

(Note: The factors given in blocks 54-60 indicate the degree to which resource constraints impact on training readiness. If the impact is insignificant, enter the numeral 1; if of minor impact, enter 2; if of major impact, enter 3; and if the factor prohibits training tempo necessary to maintain readiness, enter 4).

* * * * *

To reflect the results of applying the objective criteria described in Section 4, the following data elements should be considered for entries in Section A in lieu of the entry "weeks to complete training":

(1) Training status ratings of subordinate units:

(a)

(C-1)	(C-2)	(C-3)	(C-4)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

 Tank crews

(Note: The number of tank crews qualifying for each C-rating with two blocks allocated to record the number beginning with C-1 on the left.)

(b)

(C1)	(C2)	(C3)	(C4)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

 Tank platoons

(Note: The number of tank platoons qualifying for each C-rating with one block allocated for the number beginning with C1 on the left.)

(c)

<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------

 Tank company ratings

(Note: The actual C rating would be entered in each block with a block allocated for each company.)

(d)

<input type="text"/>

 Scout platoon rating

(Note: the actual C-rating achieved)

(e)

<input type="text"/>

 Mortar platoon rating

(Same as (d))

(f)

<input type="text"/>

 Bn/TF ARTEP evaluation rating

(Same as (d))

Section B of Status Worksheet (Draft DA Form 2715). The format for Section B of the Status Worksheet from draft AR 220-1 is shown in Annex 2 to this Appendix. The training portion is extracted below.

* * * * *

o.

34
<input type="text"/>

 Training Rating

p.

35	36	37
<input type="text"/>	<input type="text"/>	<input type="text"/>

 Reason Training Rating Not 1 (See Codes)

* * * * *

This format would require little, if any, change to accommodate the training criteria in Section 4 of this report. The training rating for the tank battalion (Block 34) would be derived as given in Table 6 of Section 4. Reporting instructions would be modified accordingly. The codes covering "reason training rating not 1" do not appear at this time to require modification since they now identify, in general terms, the constraints to achieving a C1 rating under the objective criteria. However, this will require continuous assessment as objective criteria for other battalions are developed.

Annex 1 to Appendix A

UNIT STATUS REPORT WORKSHEET

d. FROM:

c. THRU:

b. TO:

a. As of Date

SECTION A—CARD TYPE KAI

1. Equipment Status Data		Card sequence number (entered by HQ preparing punch)	
(1)	43 44	Card Type	
(2)	45	Classification (C,S,T)	
(3)	46 47 48 49 50 51	Transaction Code (A,C,D)	
Missile System Availability		Unit Identification Code	
2. Training Data.		Personnel Readiness Data.	
(1)	52 53	Operating Strength Percentage	
(2)	54	MOS Trained Percentage	
(3)	55	Senior Grade Percentage	
(4)	56	Personnel Turnover Percentage	
(5)	57	Deployable Strength Percentage (Designated Units Only)	
(6)	58	Equipment on Hand Data	
(7)	59	Total Line Items	
(8)	60	Number of Lines Rated 1	
Overall Unit Rating (enter 1,2,3, or 4)		Number of Lines Rated 2	
Authorized Level of Organization (1,2,3,4,5,6,7,8,9 B,C)		Number of Lines Rated 3	
Leave Blank		Number of Lines Rated 4	
Parent Unit Identifier		Pacing Item(s) Percentage of Fill (EON)	
Unit Identification Code			
Report Type (enter FS)			
Report Number (entered by HQ preparing punch cards)			

Annex 2 to Appendix A

SECTION B—CARD TYPE K

a.	1	2	3	Card Sequence number (entered by HQ preparing punch cards)								
b.	4			Classification (C, S, T).								
c.	5			Transaction Code (A, C, D)								
d.	6	7	8	Card Type								
e.	9	10	11	12	13	14	UIC of Reporting Unit					
f.	15	16	17	18	19		Blank					
g.	20						Overall Unit Rating (enter 1, 2, 3, or 4)					
h.	21						Primary Reason Overall Rating not 1 (P, S, R, T, N, X, M)					
i.	22						Personnel Rating (enter 1, 2, 3, 4, or 5)					
j.	23	24	25				Reason Personnel Rating Not 1 (See Codes)					
k.	26						Equipment on Hand Rating (enter 1, 2, 3, 4, or 5)					
l.	27	28	29				Reason Equipment on Hand Rating not 1					
m.	30						Equipment Status Rating (enter 1, 2, 3, 4, or 5)					
n.	31	32	33				Reason Equipment Status Rating Not 1					
o.	34						Training Rating					
p.	35	36	37				Reason Training Rating Not 1 (See Codes)					
q.	38	39	40				Secondary Reason Overall Rating Not 1.					
r.	41	42	43				Tertiary Reason Overall Rating Not 1.					
s.	44						Projected Overall Rating (1, 2, 3, 4, or 5).					
t.	45	46	47	48	49	50	Projected date of change in overall rating (If applicable)					
u.	51						Authorized Level or Organization (ALO) (1, 2, 3, 4)					
v.	52						Reason for organization less than ALO 1 (P, S).					
w.	53	54	55	56	57	58	Date of Report (YYMMDD)					
x.	59	60	61	62	63	64	65	66	67	68	69	Bland
y.	70	71	72	73	74	75						(UIC of Command preparing cards).
z.	76	77										Report Type (FS)
aa.	78	79	80									Report Number (entered by HQ preparing cards)

Appendix B
OUTLINE TEST PLAN

PURPOSE

This appendix provides an outline plan for a field test of the objective training status criteria and reporting procedure recommended for the tank battalion. The test is designed to generate data for a direct side-by-side comparative analysis of the military utility of current subjective procedures for developing and reporting the training status and the proposed objective procedures.

TEST OBJECTIVES AND ESSENTIAL ELEMENTS OF ANALYSIS (EEA)

Objective 1. Assess the accuracy and validity of the training status indicators established in the revised procedures.

EEA

(a) For each organizational element, are the objective criteria compatible with the definitions of C1, C2, and C3?

(b) Are the ARTEP and tank gunnery standards [including the time intervals (frequency) for the various training performances and the participation (turbulence) factors] for the C-ratings logical and realistic?

(c) Are the assumptions logical and reasonable?

(d) What changes, if any, are recommended?

Objective 2. Develop a comparative analysis of the tank battalion training status ratings and associated data generated using the revised procedures and the training status data generated by the current system.

EEA

(a) For each unit tested, what are the differences in the training status ratings resulting from the current system and the revised procedures?

(b) What are the reasons for the differences in training status ratings?

(c) Does the time required to reach C1 under the current system correlate with the training shortfalls identified using the revised procedures?

(d) Under each procedure how do the training status ratings correlate with unit ALOs? With personnel and equipment status ratings?

(e) What are the strengths and weaknesses of each procedure?

Objective 3. Determine the adequacy of the definitions of the objective criteria and the associated training status reporting instructions.

EEA

(a) Are the new procedures clearly explained and easy to apply?

(b) What problems did unit commanders report in applying the instructions?

(c) What changes, if any, are recommended?

Objective 4. Assess the data requirements of the new procedure for developing the training status rating and compare them with requirements inherent in the current procedure.

EEA

(a) Are the required data for the new procedure readily available?

(b) What is the administrative workload of the new procedure?

(c) How much time did the tank battalion staff devote to developing the initial training status rating under the new procedure? What is the estimated time required for subsequent reports?

(d) Are the data required under the new procedure useful for other purposes such as the development of training programs? If so, what other purposes?

Objective 5. Determine the advantages/disadvantages of implementing the new procedure for developing the training status rating.

EEA

(a) Will the revised procedure generate timely data which communicate resource implications?

(b) Will the data assist in identifying resource requirements for training support and in allocating training resources made available?

(c) Will the more tangible standards in the revised procedure add realism and engender more confidence in training status reports?

SCOPE OF TEST

All Active and Reserve Component tank battalions (93 battalions) will participate. Each battalion will submit through channels, on a one-time basis only, a training status report using the revised (objective) procedure and answers to a questionnaire to be based on the test objectives and EEA. The tank battalions will, however, continue to report training status under the current subjective system as prescribed in AR 220-1. In addition, the parent unit of each battalion assigned to a division or separate brigade will be requested to respond to selected elements of the questionnaire.

(The total tank battalion population was chosen rather than a sample to ensure that all characteristics of the population are reflected such as the effects of geography and local standards and practices, and, accordingly, to provide greater confidence in the findings. Moreover, the data developed from the total population will not be of such magnitude as to become unmanageable.)

Table B-1 relates the test objectives in abbreviated form to the data sources outlined above.

Table B-1
DATA COLLECTION CONCEPT

Test Objectives	Data Sources		
	Training Status Reports		Questionnaire
	Current System	Revised Procedure	
1. Accuracy/validity of training status indicators		X	X
2. Comparative analysis of training status ratings	X	X	
3. Adequacy of objective criteria definitions and reporting instructions		X	X
4. Training status data requirements			X
5. Advantages/disadvantages of new procedure	X	X	X

TEST RESOURCE REQUIREMENTS

Analytical support will be required in developing and pilot testing the questionnaire and in preparing the packages of other material to be dispatched to each tank battalion, i.e., the objective criteria, procedures and reporting instructions for the 93 tank battalions. Such support will also be required to process and analyze the test data and to prepare the test report.

MILESTONES

A suggested planning schedule for significant events in testing the objective training status criteria is as follows:

<u>Event</u>	<u>Test Start Date (T-Day)</u> <u>± Calendar Days</u>
1. Complete development of test questionnaires	T-14
2. Complete development of remainder of test support package	T-7
3. Dispatch test materials to tank battalions	T-Day
4. Receive test results	T+45
5. Complete analysis of test data	T+60
6. Complete preparation of test report	T+75

Appendix C

OTHER TRAINING STANDARDS CONSIDERED

Echelon	Component	Standard	Frequency	Minimum Participation Requirement*	Source
A. Tank Bn/ Bn TF	Active Components	1. FTX participation 2. EDRE participation 3. Percent of time assigned maintenance personnel have spent performing MOS related duties	Quarterly Annually Routinely	80% of operating strength Same Above 60% maintenance personnel performing MOS related duties	FORSCOM Cir 350-8 Same Same
	Reserve Components	1. FORSCOM premobilization training objectives for RC Bn and Co size units: a. D to D+60 units - C2 b. D+60 and later units - C3 2. Participation in at least one field CPX under realistic tactical conditions (FTX satisfies this requirement) 3. Company level ARTEP evaluations	Each training year Triennially	Not specified	FORSCOM Reg 350-2 Same Same
	Active	1. Individual weapons qual/fam** 2. NBC proficiency testing 3. Successful completion of PCFT 4. PMOS SQT evaluation	Annually Semiannually Annually Biennially	90% of operating strength Same Same All enlisted personnel	FORSCOM Cir 350-8 Same Same AR 600-200, EPHS
B. Individual Training	Reserve	1. Individual weapons qual/fam** a. D to D+60 units b. D+60 and later units 2. NBC proficiency testing 3. (USAR only) Physical fitness testing (Staff and Specialist PFT or Inclement Weather/Land Facility PFT) 4. PMOS SQT Evaluation	Annually Biennially (qual/fam) During TY when not firing for qual, fire fam Not specified Annually Triennially	Each arms bearing individual Not specified Members under age 40 All enlisted personnel	FORSCOM Reg 350-2 Same Same AR 600-200, EPHS
	Active	1. Each crew member successfully complete Tank Crew Gunnery Skills Test (TCGST) in position he will occupy when crew fires qual course 2. Two-man (TC and gunner), 3-man and 4-man crews qualify on either: a. Svc Ammo Tables VIII A and B, or b. Subcaliber/laser	During the 6 mos prior to firing qual course Annually Each qtr in which live fire is not conducted Not specified	Each crew member All crews Same Same	FM 17-12, Tank Gunnery FORSCOM Cir 350-8
	C. Tank Crews	3. Tank crew must fire Tables VIII A and B and score 70% or better on the combined tables	Not specified	Same	FM 17-12

* Percentage of operating strength on any given day which has accomplished the training event specified. Operating strength consists of assigned strength less personnel in transit.

** Personnel with 15 or more years service for pay purposes fire familiarization.

Echelon	Component	Standards	Frequency	Minimum Participation Requirement	Source
D. Tank Platoons	Reserve	4. Each crew must be able to qualify on Tables VIII A and B with a score of at least 70% of the possible score on each table	Not specified	All crews	HQ TRADOC, Total Tank Systems Study (U), Sep 76 (T-2 Study)
		5. Unit average performance on Table VIII equals or exceeds that predicted by the appropriate AMSAA probability of hit (Ph) tables	Same	Same	Same
		6. At least 15 of the TCs in each tank company has fired as a gunner or TC on Tables VIII and IX	Within the last year or in the first gunnery cycle of the company since assignment	All tank companies	Same
		7. Demonstrate ability to boresight the main gun and coax and establish/confirm their respective zeroes	Not specified	Each tank crew	Same
		8. PW service performed	IAW prescribed publication (time/miles/hour)	10% of less overdue	FORSCOM Cir 350-8
		1. Each crew member successfully complete TCGST in position he will occupy when crew fires qual course	During the 12 mos prior to firing qual course	Each crew member	FM 17-12
		2. ARTEP Level 1 and Level 2 units meet the crew qual standards for AC units (Table VIII)	Not specified	All tank crews of ARTEP Level 1 and Level 2 RC units	Same
		3. ARTEP Level 3 unit crews must fire Table VIIC (subcal), day and night, and obtain a score equal to or better than 70%	Same	All tank crews of ARTEP Level 3 RC units	Same
	Active	4. TCs and gunners qualify on Tables I-VIII (D to D+60 RC units)	Annually for 2 consecutive years; tank gunnery not required in triennial year except as part of ARTEP	Crews of D to D+60 RC units	FORSCOM Reg 350-2
		5. TCs and gunners qualify on Tables I-VI and VIIC (D+61 and later RC units)	Same	Crews of D+61 and later RC units	Same
D. Tank Platoons	Active	1. Tank crews must have either qualified on Table VIII during the preceding 6 mos, or when crew members have changed, crewmen must have qualified on the TCGST during the preceding 3 mos in the positions they will occupy on Table IX and crews must have fired Table IXC before evaluation	During preceding 6 mos or when crew members change	Tank crews	FM 17-12
		2. Platoons will fire Table IXA or IXB for qualification (score 70%)	Not specified	Tank platoons	Same
		3. Conduct active defense IAW ARTEP training and evaluation standards (Level 1)	Semiannually	All tank platoons at 80% operating strength	FORSCOM Cir 350-8
		4. Conduct movement to contact and hasty attack IAW ARTEP training and evaluation standards (Level 1)	Same	Same	Same

Echelon	Component	Standards	Frequency	Minimum Participation Requirement	Source
		5. Conduct day/night battle run IAW ARTEP training and evaluation standards (Level 1) 6. Complete platoon battle run on Table IX	Semiannually Not specified	All tank platoons at 80% operating strength All tank platoons	FORSCOM C1r 350-8 T ² S ² Study
	Reserve	1. Tank crews must have either qualified on Table VIII or Table VIIIC during preceding 12 mos or where crew members have changed, crewmen must have qualified on the TCGST during the preceding 6 mos in position they will occupy when firing the qual course 2. ARTEP Level 1 and Level 2 RC tank platoons may fire Table IX as their AC counterparts, or fire Table IXC (subcal) day and night as a reduced proficiency course 3. ARTEP Level 3 RC units are not required to fire qual course but units so desiring may qualify by firing Table IXC day and night (score 70%)	During the 12 mos prior to firing qual course Not specified Same	All RC tank platoons ARTEP Level 1 and ARTEP Level 2 RC tank platoons ARTEP Level 3 tank platoons	FM 17-12 Same Same
E. Heavy Mortar Platoon	Active	1. Provide indirect fire support at night IAW ARTEP training and evaluation standards (Level 1) 2. Heavy mortar crews qualify through either: a. Live fire exercise (including firing in support of FTX) or b. Gunners test and pneumatic trainer/SABOT device	Semiannually Same Each quarter in which live fire is not conducted	At 80% operating strength All crews Same	FORSCOM C1r 350-8 Same Same
	Reserve	1. Squad leaders, gunners and assistant gunners qualify on Gunner's Exam	Annually Biennially for qual; fam during other TTs	Crews of RC D to D+60 units Crews of RC D+61 and later units	FORSCOM Reg 350-2 Same
F. Scout Platoon	Active	1. Support task force operation mission at night IAW ARTEP training and evaluation standards (Level 1) 2. Scout vehicle crews conduct firing proficiency exercise IAW ARTEP training and evaluation standards (Level 1)	Semiannually Same	At 80% operating strength All crews at 80% operating strength	FORSCOM C1r 350-8 Same
	Reserve	1. Gunners and assistant gunners for machine gun crews qualify on specified tables	Annually Biennially for qual; fam during other TTs	Crews of RC D to D+60 units Crews of RC D+61 and later units	FORSCOM Reg 350-2 Same
G. Other Elements of CS Co	Active	1. REDEYE Section a. REDEYE qual (M76 tracking head trainer) b. Provide air defense support IAW ARTEP training and evaluation standards (Level 1) 2. GSR Section. GSR teams provide ground surv support IAW ARTEP training and evaluation standards (Level 1)	Each qtr in which live fire is not conducted Semiannually Same	All teams Same Same	FORSCOM C1r 350-8 Same Same

Echelon	Component	Standards	Frequency	Minimum Participation Requirement	Source
		3. AVLB Section. Employ ALVB in support of tactical operations IAW ARTEP training and Evaluation standards (Level 1)	Semiannually	All teams	FORSCOM Ctr 350-8
	Reserve	Given only in very broad general terms *			
H. Elements of Hq & Hq Co	Active	1. Communications, Maintenance, Medical and Support Platoons. Support tactical operations IAW ARTEP training and evaluation standards (Level 1)	Semiannually	At 80% operating strength	FORSCOM Ctr 350-8
	Reserve	Given only in very broad general terms *			

* The standards for the Active Component under FORSCOM Ctr 350-8 also represent "general policy training guidance" for the Reserve Components, as applicable.

Appendix D

RESOURCE IMPLICATIONS

GENERAL

This appendix discusses in general terms the resource implications of the proposed objective training status criteria for the tank battalion. The discussion does not cover all the training tasks of a tank battalion but only those associated with the training status indicators covered by the proposed criteria.

Any effort to estimate resource implications in finite terms (e.g., dollars per time period, new construction, etc.) must be based on an analysis of the training requirements (e.g., times, techniques, materials, etc.) for tank battalions to attain a C3 training status and to advance from that status to C2 and then on to C1. Such an analysis is not within the purview of this study. However, the general types of resource requirements in terms of fixed and variable costs are discussed below.

PRINCIPAL FIXED COSTS

The principal fixed costs are those associated with the acquisition and maintenance of firing ranges, field training areas, and training aids. Given the training analysis referred to previously, the number of firing range days and field training area days required by a tank battalion to maintain each training status level (C1, C2, C3) can be determined. In estimating the total requirements, consideration must be given to comparable requirements of other types of units and the possible infeasibility of use of both types of areas simultaneously at a given location.

PRINCIPAL VARIABLE COSTS

The principal variable costs include:

- Ammunition
- Movement from garrison to firing ranges and field training areas.

- POL requirements generated by training activities.
- Repair parts and maintenance support at all echelons resulting from training activities.

The variable costs associated with a given training status will not be uniform throughout the Army. These costs can be expected to vary widely among the major commands (MACOMs) and between the Active and Reserve Components primarily because of different patterns of stationing tank battalions in relation to suitable firing ranges, field training areas, and local training areas.

Appendix E
INFORMAL COORDINATION REPORTS

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**INFORMAL COORDINATION TRIP REPORT - USAREUR****PERSONNEL INTERVIEWED**

During the period 23-28 January 1978, the tentative training status criteria for the tank battalion were discussed with selected personnel assigned to the following organizations: (1) Hq USAREUR and Seventh Army, (2) the Seventh Army Training Command and (3) the 1st Armored Division. The results are reported below.

Hq USAREUR AND SEVENTH ARMY

Discussions were held with:

GEN George S. Blanchard, CINC (by telephone, 24 Jan 78)
MAJ Carl R. Morin, Jr. (Heidelberg, 23 Jan 78)

GEN Blanchard stated that he endorses the concept and approach being taken in developing criteria for reporting the status of training readiness. When asked if he could be quoted on this matter, he replied in the affirmative.

MAJ Morin serves as the point of contact for Seventh Army Training Command at ODCSOPS, works with GEN Brown's "Army Training Study" Group and performs a number of other duties in the field of individual and unit training. Each month he develops and presents a training readiness briefing for GEN Blanchard placing major emphasis on 10 high priority units, units whose readiness rating does not equate to their ALO and staff and command actions taken to remedy training shortfalls.

MAJ Morin stated that he agrees with the objectives and approach of the project to develop training readiness criteria. He thinks that something similar to the criteria developed by GRC is needed and that those in the GRC report appear reasonable. However, problem areas may be: (1) training readiness bookkeeping requirements, (2) availability of firing ranges in Germany, and (3) resource requirements (funds, ammunition, etc).

Views given on other related considerations are summarized below:

- In the past, the Army may well have been overly sensitive concerning mandatory training requirements.

- The training readiness rating must be divorced from the commander's reputation. The readiness report is not a report card for OER purposes. The CINC has often stated that "commanders do not pass or fail ARTEPs but instead complete a successful ARTEP cycle."

- The national range concept is not a viable solution for training readiness evaluations because it is not cost-effective.

- In general, field exercises such as the REFORGER and NATO exercises make a marginal contribution to the training of the overall unit since the principal benefits accrue primarily to the commander and his immediate staff. Accordingly, the Seventh Army Training Command endorses reductions in NATO exercises. The Army is better off using ARTEP. "Controlled conditions" are needed to determine the status of training. However, budgeteers often attempt to trade off NATO exercises against field training such as evaluations.

Extracts from the USAREUR Training Directive (USAREUR Reg 350-1, 12 May 77) that bear directly or indirectly on training readiness rating criteria are given in Appendix A.

SEVENTH ARMY TRAINING COMMAND (GRAFENWOHR, 26 JAN 78)

Discussions were held with:

COL Kenneth Bailey, C/S
MAJ Robert Robertson, Chief of Training Management
Branch, Combined Arms Training Directorate

The position here was that the current subjective training readiness reporting system should be retained. The principal reasons are that the tentative criteria:

- Will not generate any better training readiness information than that now received.

- Represent a step backward in the use of the ARTEP since they tend to make the ARTEP an ATT by another name.

- Undesirably, focus all attention on tank gunnery during one period of the year and, similarly, on ARTEP during the remainder of the year. (All collective training should be conducted under the ARTEP umbrella which includes firing of weapons.)

- Will direct too much attention on the training readiness report per se rather than on training progress. MAJ Robertson invited attention to the Army Professionalism Study which states that it must be recognized that Officers are only human and will work towards making reports reflect favorably if such reports influence their careers.)

FIRST ARMORED DIVISION

Hq 1st Armored Division (Ansbach, 27 Jan 78)

COL Willard M. Burleson, G3

MAJ Thomas B. Surles, Chief of Training Branch, G3 Section

CAPT Robert F. Brown, URR Officer, G3 Section

Discussions centered on the 1st Armored Division Training Directive (Reg No. 350-1), the 1st Armored Division Training Circular on "Tank/Sheridan Gunnery Training" (Cir No. 350-704), and a series of training bulletins published by the division headquarters. Extracts of these publications bearing on the tentative training readiness criteria are given in Annex B.

The general attitude toward the objective training readiness criteria appeared to be quite "neutral." All agreed that efforts to relate training status reports to resource constraints are to be commended. The two principal comments on the training readiness criteria were that (1) USAREUR standards require ARTEP evaluations and tank gunnery qualification (level 1 gunnery) only once annually and (2) some method is needed to give credit for operational-type training such as that accruing to Armored cavalry units assigned to border patrol duty.

It was interesting to learn that 94% of the tank crews in the 1st Armored Division qualified on Table VIII ("green" or "amber" rating) during the last firings. However, only one tank platoon in the division qualified on the Platoon Battle Run (Table IX).

The URR Officer (CAPT Brown) suggested that Section B of the Unit Readiness Report (Form 2715) be expanded to include deficiencies associated with the proposed training readiness criteria using more specific reason codes. Accordingly, since only 80 ADPS spaces are now available, some of the information proposed for Section A in the GRC report may be unnecessary and could be dropped.

2nd Brigade (Erlangen, 24 and 25 January 1978)

COL Roger J. Price, CDR
LTC Richard B. Griffitt, CDR, 2/81 Armor
MAJ (P) Donald H. Volta, S3

At this unit it was also agreed that the Army needs a better way to relate training shortfalls to resource constraints. The brigade commander stated that he had no objection to the criteria except where semiannual standards conflict with annual standards in USAREUR.

The commander of the 2/81 Armor stated that in his opinion the direction being taken in developing tank battalion training readiness criteria is good and is forward looking. It will reduce "over-rating" which the current system fosters. He suggested that the matrices which serve as the basis for deriving the ratings at various echelons be improved and the semi-annual C-1 requirements be changed to annual requirements for ARTEP and tank gunnery. In addition he provided detailed comments on the GRC training readiness criteria for each organizational level of the tank battalion. These comments are given in Annex C.

3rd Brigade (Bamberg, 27 January 1978)

COL David H. Helela, CDR
LTC James R. Harding, CDR, 3/35 Armor
LTC Jim L. Madden, CDR, 1/54 Inf
MAJ Wesley Clark, S3 (Departing)
MAJ Tom Snider (soon to be named S3)

This Brigade operates a highly structured system for the development of both objective and subjective readiness ratings based on brigade standards. The purpose is to standardize evaluations of the readiness conditions of individual sections, squads, crews, teams or platoons to provide the commander a management tool for estimating the combat readiness of his units through battalion level.

Under this program an objective and subjective evaluation is provided by the squad, crew or section leader through successive higher echelons to the Brigade Commander. This information displays the impact of the various factors evaluated under AR 220-1 upon the readiness of specific

elements within units. The combat squad, crew, or section is the basic evaluation unit, in which overall combat readiness is derived from a cumulation of unit manning, MOS qualification, individual and crew-served weapons qualification, NBC qualification, PT, personal and squad equipment, NEO records, accomplishment of specific sustaining SQT and ARTEP tasks, and successful participation in a no-notice readiness test. Readiness is addressed at company and bn levels by considering in addition the readiness of combat service support elements, ARTEP collective training activities and the status of a few key items of equipment and supply. The ratings not only are derived from yes/no answers to simple questions at the soldier level, but also allow subjective evaluations by commanders.

The Brigade philosophy is that the commander can't manage without information. Accordingly, the readiness program is implemented through a series of reports starting at the squad, crew, team, section, platoon level and continues upward with the battalion reporting overall readiness to brigade hq.

Examples of the training readiness standards employed by this brigade are as follows:

"Tank Crew (Plt, Co, Bn Hq). Assess a 'yes' to each member of the crew who has qualified in his position while firing Tank Gunnery Tables VII or VIII within the previous 6 months and who has completed quarterly sustainment training IAW Cir 350-704. Assess a 'no' to each crew member who does not meet the criteria.

"107mm Mortar Sqd. Assess a 'yes' to each member who has participated in ARTEP 71-2, Ch 8, App 41 in his current position within the preceding 6 months. Assess a 'yes' to each recently assigned man who has completed the gunner's exam if he has been assigned less than 6 months. Assess a 'no' to each individual who does not meet the criteria.

"Company/Battalion Collective Training. Enter a 'yes' if the company/battalion has completed 3 battalion level missions from the Level 1 ARTEP within the previous 3 months. Enter a 'no' if this requirement has not been met."

In extension of the Brigade System outlined above, the commander of the 1/54 Infantry has established in writing clearly defined standards "for the successful accomplishment of each of the individual and collective tasks required to perform in combat." He states that "only when we have clearly demonstrated ability to meet these standards can we consider ourselves combat ready" and "we must continue to demonstrate ability to meet these standards at prescribed intervals to sustain proficiency." With respect to record keeping, this commander states that he cannot understand why training records and objective training ratings are considered undesirable when the Army goes to such great lengths to keep detailed records on the logistics and personnel parts of readiness reports.

In this battalion, standards for tactical proficiency are based on ARTEP 71-2. With few exceptions they encompass all ARTEP missions specified in Chapter 8 for the squad/team through the Bn TF and include the integration of all the supplemental missions in Chapter 9 (13 missions such as breaching a minefield, passage of lines, processing PWs, operating in an EW environment, etc.). The frequency of training/evaluation is on a quarterly basis.

The standards also include weapons qualification at 3-month intervals in the M60 MG, cal 50 MG, Dragon, and TOW and for adjustment of indirect fire; at 6-month intervals, qualification in the M16A1 rifle, grenade launcher, cal 45 pistol and LAW; and at 12-month intervals in the Claymore mine and hand grenade.

Then at varying intervals there are the more mundane subjects such as military justice, code of conduct, race relations, PT, professionalism training, etc.

The Bn keeps track of the training status using a color coding system. The Bn S3 gives at least 3 months notice on all bn training requirements.

3rd Bde Comments on GRC training readiness criteria. These comments are general in nature and are summarized below:

- The criteria should consider the synergistic manner in which the logistic, personnel and training criteria are integrated to create criteria for the total tank weapon system.

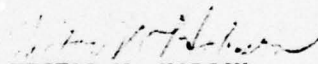
- Training requirements should consider the special requirements of contingency missions such as unique requirements for the European environment, e.g., river crossings.

- The criteria need another form or another step to close the loop by identifying those specific requirements which the tank battalion must accomplish.

- The criteria for manning tank crews are too rigid.

SUMMARY

The information and data developed on this trip are of great importance to further progress in developing objective training readiness criteria. With few exceptions, there was general agreement in the need for the criteria, in the approach being taken and in the training factors to be considered. It would appear that the ground work has been laid for substantial progress in the future.


VICTOR W. HOBSON

ANNEX A

EXTRACTS FROM USAREUR TRAINING DIRECTIVE

(USAREUR Reg 350-1, 12 May 1977)

12c. Training and evaluations will be conducted for all tactical missions prescribed in a unit's ARTEP. Training priority should be given to a unit's operational missions. Tactical proficiency in the full range of ARTEP missions, however, is necessary to maintain the tactical flexibility required for success on the mechanized battlefield. * * * * Total preoccupation by a unit with its immediate operational mission will not achieve the breadth of proficiency required for sustained operations.

12e. Competition between units not assigned to the same battalion is discouraged. This will focus the evaluation of training progress on the "mark on the wall" established by clearly defined standards rather than the relative progress of other units.

13a. Each battalion size unit will undergo a full ARTEP evaluation at least once each year. These evaluations must include all minimum evaluation requirements prescribed in the unit's ARTEP. The evaluations must be administered within a 6-day period.

b. Full ARTEP evaluations should be augmented with frequent subunit evaluations to measure training progress continuously.

14. The responsibility and authority for planning, programming and executing training will be delegated to the lowest level of command having the necessary resources required to meet its training requirements. In most instances, this

will be battalion or separate company level. Obvious exceptions, however, should be taken into consideration. Combined arms training, for example, is best managed at the brigade level since this is the lowest level that possesses a substantial number of combined arms elements. * * * * * Senior and intermediate level commanders retain responsibility for establishing standards for combat proficiency, evaluating training progress and ensuring that the allocation of training resources and time is consistent with training requirements.

* * * * *

ANNEX B

EXTRACTS FROM 1ST ARMORED DIVISION TRAINING PUBLICATIONS

1. 1st Armored Division Training Directive, (Reg 350-1, 18 Jan 78)

* * * * *

4b. The Army Training and Evaluation Program (ARTEP) establishes tasks, conditions, and standards for collective training. Commanders train collectively to these standards and use the ARTEP to evaluate the ability of their units to accomplish missions and thus identify future training needs.

* * * * *

2. Appendix B (Training Management) to 1st Armored Division Regulation 350-1

* * * * *

4h. Evaluation of Training Conducted. Commanders and staffs must supervise scheduled training to ensure that quality instruction is being presented. Periodic evaluations must be programmed into the training schedules for the purpose of identifying the remedial training necessary. Evaluations must be scheduled for each level of training from individual to company. All battalions in the division will be formally evaluated annually.

* * * * *

3. Tab A (Personnel) to Annex 1 (Resources) to Appendix B (Training Management) to 1st Armd Div Reg 350-1

* * * * *

3a(2). Each tank in the division will be manned by four crewmen. While there are insufficient 11Es in the unit to do this, other MOSs will be battle rostered to fill vacant crew positions. Tanks commanded by battalion commanders, company commanders, and battalion operations

officers will be manned by three 11Es. Platoon leader tanks may be manned by three 11E personnel only if there is an assigned platoon leader. Forward observer (FO) tanks may be manned by three 11E personnel only if FOs participate in crew training at the same frequency as tank company commanders.

* * * * *

4. 1st Armored Division Circular 350-744 Tank/Sheridan Gunnery Training (21 July 77)

* * * * *

4e. ARTEP Level 1 Gunnery (Tables VII, VIII and IX) will be conducted annually.

* * * * *

5c. Battalions/Squadron Commanders:

(1) Maintain performance records IAW Annex A, on each crew, from the Gunnery Crew Skills Test thru Table IX.

* * * * *

5. ANNEX A (PHASE I GUNNERY) TO 1st ARMD DIV CIR 350-704, 21 July 77

* * * * *

2. Performance Records. Crew performance will be recorded and maintained in crew folders no lower than platoon level and will include the following data:

a. Each crewman's gunnery crew skills test scoresheet.

* * * * *

f. Score sheets for gunnery firing Tables VI through VIII each of which will have opening times and results of each round fired.

* * * * *

8. Tank Crew Gunnery Skills Test. Administer to all assigned tank crewmen IAW TC 17-12-5. Initiate corrective training based on results. 1st Armd Div standard for "Go" rating is 90%.

6. Annex C (Phase III Gunnery) to 1st Armd Div Cir 350-704, 21 Jul 77

* * * * *

8. Crew/Platoon Qualification. (Tables VIII and IX)
1st Armored Division standard is 100% qualification of tank crews and platoons. (Qualification will be conducted annually.)

ANNEX C

DETAILED COMMENTS FROM 2nd BDE, 1st ARMORED DIVISION

1. General

a. The definitions of C-ratings given in draft AR 220-1 are in themselves very subjective and accordingly are very difficult to relate to training levels.

b. Reserve Component (RC) status reports should be covered under different instructions designed for the RC environment.

c. Fears of driving training are "bull roar." If aspects of training are considered important, they should drive training.

d. We must insure that ARTEPs are more than a test of the Bn CDR and S-3.

2. Tank Crew Echelon Criteria

a. The TCGST is a prerequisite to firing the qualification tables and, as such, is the battalion commander's business. It is not a true indicator of training status and, in no way, equates to other requirements for this echelon, e.g., the ARTEP and Table VIII requirements. The criteria should address the ability to hit targets or "output."

b. The criteria in the footnotes concerning continued assignment of the tank commander and gunner are too rigid. Criteria should be based on MOS qualification of assigned crew members.

c. ARTEP and gunnery C-1 standards should be on an annual basis.

3. Tank Platoon Criteria

a. Very few platoons qualify on the Platoon Battle Run (Table IX) at Grafenwohr. The major problem is target acquisition. Safety requirements prevent a valid distribution of fire. The PBR is not a realistic test because the range is basically a series of five individual tank runs rather than a platoon run.

b. There are no facilities at Grafenwohr to fire Table IX (subcaliber) which is a minimum standard for a C-2 tank platoon.

c. One ARTEP Level 1 mission, prescribed for the tank platoon, defense against aircraft, appears unrealistic if one examines the ARTEP conditions and standards carefully.

d. The frequency for the C-1 standards should be annually.

4. Tank Company/Company Team Echelon

a. Annualize ARTEP C-1 frequency.

b. The criteria of no platoons less than C-2 for a C-1 company is considered too rigid.

5. Scout Platoon

a. Base training proficiency standards on two criteria: (1) ARTEP performance excluding firing missions and (2) firing proficiency. This will allow more realistic firing with fewer safety restrictions and will base criteria on proficiency with important weapons such as TOW and DRAGON.

b. The MOS qualification criteria exert too big an impact when one considers that a prescribed number of ARTEP missions were accomplished to achieve a training readiness rating.

c. The ARTEP participation criteria should be deleted as not germane since the interest should be in "output."

d. The array of Scout Platoon Level 1 missions in ARTEP 71-2 is very broad and unrealistic for use as suggested.

e. Annualize the ARTEP C-1 requirement.

6. Heavy Mortar Platoon

a. Use the same two general standards as suggested for the Scout Platoon, i.e., ARTEP, less firing, and, separately, firing proficiency.

b. The comments under the Scout Platoon regarding MOS qualification, ARTEP participation and frequency of evaluation for a C-1 rating also apply here.

7. Tank Battalion/Battalion TF Echelon

a. The explanation of the GRC criteria states that "for simplicity it was assumed that the heavy mortar and scout platoons make an equal contribution to the accomplishment of the Tank Bn/Bn TF mission." This is considered overly simplistic. These platoons do not degrade an entire tank bn to the extent the criteria indicate.

b. Suggest reducing the number of ARTEP Level 1 missions from 9 to 8 since the mission "Defense of a Built-up Area" is impractical for evaluation.

8. Training Data Requirements. The Commander of 2/81 Armor plans to use the general data requirements listed in the GRC publication as a model for developing his own data base. However, it should be noted that the above comments on the criteria, if accepted, will eliminate certain requirements such as data on the TCGST etc.



TANK BATTALION TENTATIVE TRAINING READINESS CRITERIA INFORMAL COORDINATION TRIP REPORT

PERSONNEL INTERVIEWED

The tentative training readiness rating criteria for the tank battalion were discussed with the personnel listed below on the dates and at the locations indicated. Their comments are given in subsequent paragraphs.

1st Infantry Division (Mechanized) - Ft Riley, Kansas - 10 January 1978

MG Calvert Benedict, CG
COL Isaac Smith, C/S
COL W. C. Hamill, CO, 2nd Brigade
- MAJ R. Schulse, S3, 2nd Brigade
LTC Corliss Mitchell, CO, 1/63 Armor
- CPT Dallas Long, S3, 1/63 Armor
LTC A. Fintel, CO, 4/63 Armor
- LT Stavisky, 4/63 Armor
LTC C. A. Woodbeck, CO, 2/63 Armor
- CPT D. Dellinger, CO, Company A, 2/63 Armor
MAJ Bruce Clarke, G3 Section (POC)

2nd Armored Division - Ft Hood, Texas - 12 January 1978

LTC Thomas A. Horner, CO, 3/67 Armor
MAJ David G. Eichenberger, S3, 3/67 Armor (POC)
LT D. H. Meisell, S3 Air, 3/67 Armor

RELATION OF CRITERIA TO REDCON DESCRIPTIONS

In general, it is the position of the 1st Division that: (1) the criteria are too rigid and, most importantly, are incomplete since they fail to address certain unquantifiable intangibles; and (2) the training readiness rating should be based on the subjective judgment of the battalion commander who is in the best position to assess the readiness of his battalion considering all factors involved. Accordingly, the Division favors retaining the current system for deriving the training rating. However, specific comments were provided on the GRC training readiness criteria as currently structured.

At Ft. Hood, the Tank Battalion Commander interviewed favors restructuring the criteria to: (1) eliminate treatment of training readiness at each organizational level of the tank battalion as provided in the study guidance, i.e., the building block approach used in developing the GRC criteria, (2) design the criteria for more aggregate treatment at the battalion level retaining consideration of ARTEP and Tank Gunnery performances, and (3) add the subjective judgment of the battalion commander as another factor to be considered in arriving at the rating.

UNDERSTANDING OF CRITERIA

The descriptions of the criteria were well understood. However, several good editorial refinements were suggested.

SUGGESTED CRITERIA MODIFICATIONS AND OTHER DETAILED COMMENTS

Annex A summarizes comments received at Ft. Riley; Annex B, those received at Ft. Hood.

DATA REQUIREMENTS

At Ft. Riley it was agreed that the data requirements generated by this training readiness reporting system are of the nature that unit commanders should be required to know if they are to remain current on the status of training in their units. On the other hand, the 2nd Armored Division representatives strongly opposed the introduction of training readiness criteria that would require the maintenance of training records on individual soldiers such as those required by the criteria for tank crew, mortar platoon and scout platoon readiness ratings.

GENERAL OBSERVATIONS

Because of real-world constraints such as CTAs and the availability of ranges and training time, many of the tentative standards for the tank battalion readiness ratings are unattainable. For example, all tank units visited are now C1 in the training readiness reporting system; local estimates are that these units would drop to C3 under the tentative criteria. It was the consensus that the C1 rating should be attainable despite the constraints because of competitive pressures, the expectations of higher commanders and the frustrations inherent in not being able to

achieve the top rating. This approach would in effect create the requirement for norm-referenced, rather than criterion-referenced, standards.

As currently structured the readiness criteria leave little margin for error, particularly in the area of tank gunnery as it applies to a C1 rating. The commanders and staff officers interviewed supported the introduction of additional gunnery options to enable units to overcome deficiencies identified in tank gunnery and thus improve their readiness ratings. Otherwise, the gunnery rating would be fixed on gunnery qualification with service ammunition normally conducted only on an annual basis without opportunity to correct failures in the interim. Crew turbulence and limitations in service ammunition allowances are major considerations.

Several officers supported the expansion of the "Combined Arms Training Center" concept proposed by TRADOC to include the evaluation of tank battalions as the basis for training readiness ratings. These evaluations would encompass both the ARTEP and tank gunnery.

V. W. Hobson
VICTOR W. HOBSON

Annex A
COMMENTS OF REPRESENTATIVES OF THE
1st INFANTRY DIVISION (MECHANIZED)

GENERAL

1. The criteria fail to address significant subjective considerations which cannot be quantified.
2. ARTEP and tank gunnery criteria should be oriented on annual evaluation/qualification.
3. Criteria should be considered in the light of the time required for REFORGER, limitations in range areas, CTAs, and the availability of training devices required for scaled ranges. Generally, the FORSCOM CTA for each tank battalion authorized ammunition annually for one tank gunnery cycle, one ARTEP, one or two PBRs and one sustaining gunnery phase (may be Tables VI or VII).

TANK CREW CRITERIA

1. Requirement for successful completion of ARTEP missions.
 - a. Tactical Movement. Check tasks with those required by the TCGST and Table VIII for duplication. Tasks under this mission need better definition in the criteria.
 - b. Armored Vehicle Recognition. The ARTEP tasks duplicate those in the TCGST.
2. C1 Rating. The requirement for Table VIII needs some other option because of crew turbulence and limited ammunition allowances. The "bullets" made available will only support an annual gunnery cycle. The criteria provide no margin for error.
3. C2 Rating.
 - a. These criteria are probably the most realistic as to what could be hoped for based on resource availability.

b. As an option to successful performance on Table VIII A, B (Svc), suggest adding the option "or completed Table VII C."

TANK PLATOON CRITERIA

1. C1 Rating.

a. The criteria provide no margin for error. If a platoon fails to qualify on the PBR (Table IX) and cannot for some reason execute the other tables which count for the C2 and C3 ratings, then the platoon becomes C4 without the chance to "get well" for about one year.

b. One of the five ARTEP missions involves "defense of a built up area" which can be conducted only in West Germany because of the lack of suitable training areas. Suggest changing the overall number of ARTEP missions from five to four.

2. Tank Crew Readiness and Table IX Evaluation Factors. Note that Chapter 20 of FM 17-12 makes completion of Table VIII a prerequisite for firing Table IX. An "either or" alternative should be examined here.

TANK COMPANY CRITERIA

1. Provide better explanation of "random selection" of missions for evaluation.

2. Reconsider the status of the two tanks at each company headquarters and the three tanks at battalion headquarters. It might be better if the company readiness rating were based on gunnery qualifications of 17 tanks with C1 being 15 of 17. It is not realistic to expect 100 percent qualification on Table VIII.

3. The use of the word "successful" in conjunction with the requirement to complete ARTEP missions leaves little margin for error.

SCOUT PLATOON CRITERIA

1. The C1 rating leaves little margin for error with respect to successful completion of the ARTEP. The Ft. Riley goal is 85 percent whereas this criterion calls for 100 percent.

2. The ARTEP level 1 scout platoon evaluation includes two firing missions. Both involve the firing of the TOW. Each platoon is authorized eight rounds of TOW ammunition per year. It might be desirable to add separate criteria pertaining to weapons qualification.

MORTAR PLATOON CRITERIA

1. The "Indirect Fire Support Mission" in ARTEP 71-2 is too broad (many tasks, etc.) for use in the criteria. Because of the limited amount of ammunition available, it may be desirable to consider random selection of tasks to accommodate the limited ammunition.

TANK Bn/TF CRITERIA

1. The criteria make no provision for turbulence at the battalion level.

2. Nine of the 54 tanks assigned to the battalion are not addressed in the tentative criteria. Commanders may parcel these tanks out from battalion to the companies for training or from the companies to platoons for training. Accordingly, these tanks should be addressed in the readiness criteria.

Annex B
COMMENTS OF REPRESENTATIVES OF THE
2nd ARMORED DIVISION (3/67 ARMOR)

GENERAL

1. Fully ready standards should be attainable. In a highly competitive environment, it would be frustrating for commanders to be governed by a set of training standards which cannot be reached. For example, the standards call for 100 percent qualification of tank crews as a part of the C1 requirement. Only 47 percent of the crews qualified here at recent firings.

2. Include a subjective evaluation by the battalion commander as part of the training readiness rating system. Other elements would include ARTEP and Tank Gunnery. The commander should be allowed to inject his own opinion. In addition, he must be allowed to consider the impact of turbulence as well as special training or testing and the possible "tradeoffs" that may be made with respect to the readiness requirements. Degrade ratings based on time factors.

3. Eliminate the "building block" arrangement. Make the rating system as simple as possible with no requirement for collection of data below battalion level. Both individual training and the turnover of key personnel should be considered for inclusion in the criteria.

TANK CREW CRITERIA

1. For the C1 rating qualification, every six months is unrealistic. Annual gunnery is best.

2. The TCGST is not really a useful criterion. It tests only a small sample of required crew skills. The SQT should be substituted for the TCGST.

3. The impact of crew changes on the readiness rating is too severe. Changes because of promotions or otherwise in either the tank commander

or gunner positions may drop the crew from C1 to C4. The discriminator should be individuals who have fired before.

4. Seriously question the use of ARTEP missions as an indicator of crew readiness.

5. The criteria create an undesirable requirement for record keeping on individuals at the lower echelons.

PLATOON CRITERIA

1. Platoon level operations are not normally evaluated under ARTEP 71-2. The ability to do so is questionable. "Participation in ARTEP" may be a better factor.

2. Tables IX B (night) and V P are not fired at Ft. Hood.

3. Tables IX C and V P are not considered significant enough for use in evaluating readiness in gunnery.

TANK COMPANY CRITERIA

1. The ARTEP requirement should be based on company participation in battalion ARTEP events. Ft. Hood does not evaluate companies separately. Their performance is most meaningful when considered in the context of battalion operations.

SCOUT AND MORTAR PLATOON CRITERIA

1. These units should not be evaluated separately. Their performances should be included without separate identification in the battalion rating.

TANK Bn/Bn TF

1. See General comments above.



**TANK BATTALION TENTATIVE TRAINING READINESS CRITERIA:
INFORMAL COORDINATION TRIP REPORT**

PERSONNEL AND UNITS

The personnel listed below participated in the informal coordination which took place on 14 January 1978 at the South Carolina ARNG training site located at Fort Jackson, South Carolina.

LTC T. Hedgepath	South Carolina ARNG Training Officer
LTC S. Griffin	CO 1/263 Armor
MAJ J. Neil	CO 2/263 Armor
MAJ R. Eason	S3 1/263 Armor
CPT R. C. George	Assistant S3 1/263 Armor

The 1/263 Armor is a roundout battalion with the 1st Cavalry Division.

RELATION OF TENTATIVE CRITERIA TO REDCON WORD DESCRIPTIONS

All stated that the tentative criteria adequately reflected the word descriptions of REDCON 1, 2, and 3.

UNDERSTANDING OF CRITERIA

All stated that the tentative criteria are readily understandable.

SUGGESTED CRITERIA MODIFICATIONS

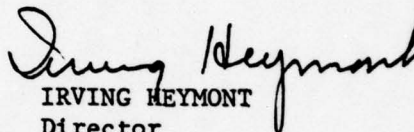
None were suggested.

DATA REQUIREMENTS

All stated that the data required for reporting under the tentative criteria were already available within the units. It was strongly stated that specific forms for maintaining the required data should not be prescribed.

GENERAL OBSERVATIONS

It was apparent that introduction of the tentative criteria was viewed with some concern because it would result in reporting lower REDCON ratings in training. This, in turn, it was feared would result in unfair pressure on the units. There was unanimous agreement that at authorized strengths and with strong leadership and concerted effort, the maximum training REDCON that could be achieved would be C3 at platoon level. The major constraints would be training time, personnel to prepare training, and the impossibility of assembling the battalion except during AT.



IRVING HEYMONT
Director
Resource and Policy
Analysis Department

GENERAL RESEARCH



CORPORATION

7655 OLD SPRINGHOUSE ROAD
WESTGATE RESEARCH PARK
MCLEAN, VIRGINIA 22101
(703) 893-5900

26 January 1978

TANK BATTALION TENTATIVE TRAINING READINESS CRITERIA INFORMAL COORDINATION TRIP REPORT

PERSONNEL INTERVIEWED

The tentative training readiness rating criteria for the tank battalion were discussed with the personnel listed below on January, 25, 1977 at the Headquarters of the 6/68 Armor, 157th Infantry (M) Brigade (USAR).

MAJ George Mack	CO 6/68
SM J. Gartner	CSM 6/68 (Technician)
COL G. Reniker	Fort Indiantown Gap Readiness Group
MAJ C. Turner	Fort Indiantown Gap Readiness Group

The S3 and Executive Officer of the 6/68 were scheduled to be present but did not attend because of adverse weather conditions.

RELATION OF CRITERIA TO REDCON DESCRIPTIONS

The tentative criteria were considered to reflect adequately the word descriptions of REDCON 1, 2, and 3.

UNDERSTANDING OF CRITERIA

The criteria were considered to be clear but it was suggested that the identification of the ARTEP Level 1 missions in the criteria for the tank crew and tank platoon be better identified.

SUGGESTED CRITERIA MODIFICATIONS

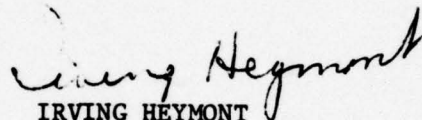
None were suggested. In the discussion it was urged that in the case of the heavy mortar platoon criteria the use of "MOS qualified" be retained. It was contended that successful completion of the preliminary gunner's examination was an inadequate test of proficiency because of the limited scope of the test (primarily setting up the mortar).

DATA REQUIREMENTS

The data required for reporting under the tentative criteria were generally available within the battalion.

GENERAL OBSERVATIONS

It was contended that under the tentative criteria, Reserve tank battalions could not achieve C3 or better (except possibly tank crews) because of the limited training time available and other constraints inherent in the Reserve Component system. This inability to achieve C3 or better, it was held, would have an adverse effect on unit morale, recruiting, etc.



IRVING HEYMONT
Director
Resource and Policy
Analysis Department



TANK BATTALION TENTATIVE TRAINING READINESS CRITERIA INFORMAL COORDINATION TRIP REPORT

PERSONNEL INTERVIEWED

The tentative training readiness rating criteria for the tank battalion were discussed with the personnel listed below on January 21, 1978 at the Headquarters of the 2/102 Armor, 50th Armored Division New Jersey National Guard:

LTC Paul A. Kelley
CAPT M. Liska

CO 2/102
Asst S3 2/102 (Technician)

RELATION OF CRITERIA TO REDCON DESCRIPTIONS

The tentative criteria were considered to adequately reflect the word descriptions of REDCON 1, 2, and 3.

UNDERSTANDING OF CRITERIA

The criteria were considered to be clear except there was some confusion on whether the ARTEP evaluations were meant to be formal by an outside headquarters or informal by the battalion commander and appropriate subunit commanders.

SUGGESTED CRITERIA MODIFICATIONS

The heavy mortar platoon criterion of MOS qualification be changed to successful completion of the preliminary gunner's examination.

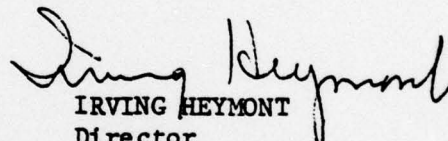
The criterion for the tank crew successful completion of the Tank Crew Gunnery Skills Test (TCGST) be changed from three months to six months for C2 and from six months to 12 months for C3. It was stated that this suggestion was based on the difficulty of Reserve Component units to administer this test more than once during the training year.

DATA REQUIREMENTS

The data required for reporting under the tentative criteria were generally already available within the battalion.

GENERAL OBSERVATIONS

It was strongly stated that the Reserve Components should not be rated on training proficiency by the same criteria that are applicable to active force units because Reserve units do not have the same training opportunities. Doubts were expressed about the ability of Reserve tank units to attain C3 in training under the tentative criteria. Fears were also expressed that intermediate headquarters would make any new DA or FORSCOM criteria more stringent.


IRVING HEYMONT
Director
Resource and Policy
Analysis Department

24 JAN 1978

AL-ART () 2nd Ind
SUBJECT: Tank Battalion Tentative Training Readiness Rating Criteria-
Informal Coordination

HEADQUARTERS, 31st SAB, P. O. Box 1338, Tuscaloosa, AL 35401 22 Jan 78

TO: OTAG, AL, ATTN: AL-ART, P. O. Box 1311, Montgomery, AL 36102

The following comments are provided as requested:

1. The criteria does adequately reflect the word descriptions for the various C ratings.

2. The criteria is readily understandable.

3. No additional record keeping will be required of the system.

4. Tank Crew

a. Time intervals are satisfactory.

b. Turbulence factors specified are satisfactory.

5. Tank Platoon - Satisfactory.

6. Tank Company - Satisfactory.

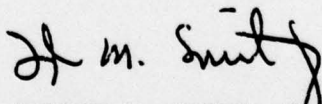
7. Scout Platoon - Satisfactory.

8. Mortar Platoon - Satisfactory.

9. Tank Battalion - Satisfactory.

FOR THE COMMANDER:

Incl
nc


TAYLOR M. SMITH, JR.
MAJOR, ARMOR, AL ARNG
Operations Officer



ADJUTANT GENERAL'S DEPARTMENT

P. O. BOX 5218
AUSTIN, TEXAS 78763

AGTEX-OT

17 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating Criteria -
Informal Coordination

NGB-ARO-T

ATTN: LTC Bishop
Washington, D.C. 20310

1. In accordance with your request, comments on the General Research Corporation Report with above subject dated 15 Dec 77 are provided:

a. No fault can be found with the training readiness criteria or the logic employed in developing the criteria except as it applies to Reserve Component units.

b. The criteria is written such that it provides insufficient latitude for the evaluation of Reserve Component units. As the criteria is set forth in Section 4, RC units will be C-4 except for a short period once every third year. Under FORSCOM training guidance (para 3-1,a(5) FORSCOM Reg 350-2, 18 Mar 77) Tank Gunnery is the first training priority for Armor and Cavalry units and is to be conducted for two consecutive years with the third year emphasizing tactical training and conduct of the ARTEP. Readiness ratings higher than C-4 could only be attained when appropriate Tank Table qualification and successful ARTEP evaluation had been conducted within the preceding twelve months. (Table I, Tank Crew Echelon, page 10 of the GRC study).

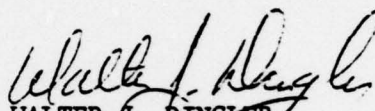
AGTEX-OT

17 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating Criteria -
Informal Coordination

2. The application of this criteria to Reserve Component units would be a waste of time and effort in that RC units would in nearly all cases be C-4 over 90% of the time. The standards established are not commensurate with FORSCOM training requirements.

FOR THE ADJUTANT GENERAL OF TEXAS:



WALTER L. DINGLE
COL, GS, TexARNG
Chief, O & T Branch



STATE OF NORTH CAROLINA
DEPARTMENT OF CRIME CONTROL AND PUBLIC SAFETY
OFFICE OF THE ADJUTANT GENERAL
NORTH CAROLINA NATIONAL GUARD

AGONC-DCSOI

31 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating
Criteria - Informal Coordination

Chief, National Guard Bureau
Depts of the Army and the Air Force
ATTN: NGB-ARO-T (LTC Bishop)
Washington, DC 20310

1. The following comments are submitted in accordance with NGB letter, SAB, undated.

2. General.

a. The criteria for each organizational element are reflective of the word descriptions for C1, C2, and C3.

b. The criteria are understandable as outlined in this document; i.e., "Criteria for a C1 tank crew requires firing Table VIII about every six months" and "for section and platoon, proficiency in firing Table IX is the gunnery standard." Assuming facilities, equipment, and ammunition were readily available, time alone would prevent completion of any other mission essential training; i.e., SQT and tactical training. This indicates the unit would not be able to meet the ARTEP level 1 requirement. Based on the information and data given in the training readiness criteria requirements, the very best a Reserve Component tank unit could achieve would be a C3 rating; however, it is felt C4 would be the norm. As an alternative, the requirements in FORSCOM Reg 350-2 and FUSA guidelines for 1978 are far more realistic and achievable and provides incentives to RC units to strive for an achievable goal rather than throw up their hands at an impossible requirement attainable only by an Active Component unit.

c. The proposed changes would add to the already heavy workload of the fulltime personnel who maintain training information, to include personnel turbulence, MOS qualification, gunnery training, etc. Time during MUTA-4's is at a premium for the conduct of mission essential training by the Tank Battalions, and any additional record keeping requirements would further reduce the training time available for some

AGONC-DCSOI

31 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating
Criteria - Informal Coordination

personnel on the company and battalion level. Fulltime personnel at all levels of the battalion would have to put forth a concerted, coordinated effort in order to provide an accurate and detailed readiness report.

3. Specific.

a. Tank Crew.

(1) C1 and C2 timeframes are not attainable by Reserve Component units due to time, equipment, and training facilities. Twelve months would be more reasonable.

(2) Turbulence factors are satisfactory and are a move in a positive direction.

b. Tank Platoon.

(1) Timeframe comments are the same as a(1) above for tank crew.

(2) They are satisfactory, however, due to the triennial evaluation the timeframes cannot apply.

c. Tank Company.

Same comments as b(1) and (2) above.

d. Scout Platoon.

(1) Same comment as a(1) above.

(2) Turbulence factors are satisfactory since turbulence in the Scout Platoon is not as critical as in the tank company crews since it is not predicated on the personnel remaining as a sub-unit (e.g., crew).

e. Mortar Platoon.

(1) Same as a(1) above.

(2) Same as d(2) above.

f. Tank Battalion.

(1) Task intervals and number is satisfactory assuming a Gunnery Mandate does not prevail to preclude scheduling and completion of tasks by Reserve Component units.

AGONC-DCSOI

31 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating
Criteria - Informal Coordination

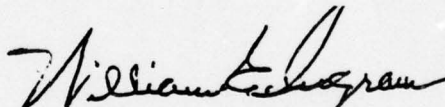
(2) Impact of the ratings of the mortar and scout platoons on the total battalion ratings in C1 and C2 are satisfactory; however, in C3 we feel that the remark for Scout and Mortar Platoon should read: Either one at C4, other one at C3, or better, e.

4. Summary.

a. Detailed reports will require more detailed record keeping thereby adding to the already heavy workload of the fulltime technician and the part-time unit commander.

b. The gunnery requirements (Table VIII semiannually) are unattainable for Reserve Component units with the time constraints, available range facilities, and ammunition availability. Attempting to meet these requirements would preclude the units participation in tactical training, SQT, and other mission essential training.

c. Using the recommended criteria and objective evaluation, Reserve Component units could possibly achieve C3 rating by utilizing all available time on achieving gunnery standards; however, indications are more units would fall in the C4 group.



WILLIAM E. INGRAM
Major General, NCARNG
Adjutant General



EDMUND G. BROWN, JR.
Governor

STATE OF CALIFORNIA
OFFICE OF THE COMMANDING GENERAL
STATE MILITARY FORCES - MILITARY DEPARTMENT
2829 Watt Avenue - P.O. Box 214405
Sacramento, California 95821



AUTOVON 466-5011
(916) 488-7811

CAOT-UT

30 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating
Criteria - Informal Coordination

NGB (ARO-T)
Washington, DC 20310

1. In response to your letter, subject as above, the following comments and recommendations are forwarded.
2. Section 1: Readiness reporting (for training) would be significantly simplified with this approach, however, it does not allow for the commander's subjective analysis; it is too sterile. The commander's analysis takes into consideration the momentum of his training status which is vital to the overall rating. (The momentum may be up or down).
3. Section 2: Generally, the definitions of C1 through C4 are an improvement in clarity. Additionally, simplification of the URR format is desirable.
4. Section 3: This section presents some interesting discussions, most of which are felt to be correct. Two items stand out as difficult to accept. First, the statement on page 6 stating that Level 1 is the minimum training proficiency. I would characterize Level 1 as the ideal training proficiency. Secondly, the discussion on the mortar platoons effect on the tank battalions (page 7); training readiness is questionable because the new division structure removes the platoon.
5. Section 4: No comment.
6. Section 5: This method of rating seems to be an improvement, but I would reserve judgement until changes in the areas of personnel and logistics are finalized. The entire report would have to be evaluated to determine if the other areas are in line with the new training criteria and vice-versa.

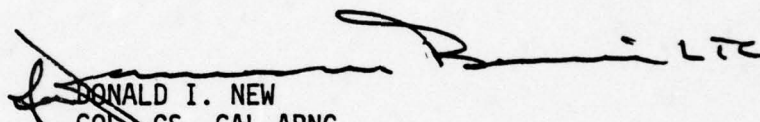
CAOT-UT

30 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating
Criteria - Informal Coordination

7. If, as I suspect, the general thrust of this study is to reduce or remove the subjectivity of the training REDCON, I would suggest that a better way would be to use the rating received at the end of AT on the 1R/2R Forms. This rating would remain until the next AT period resulting in an annual URR in training. As a matter of fact, an annual URR for all areas might not be a bad idea with special reports being required in certain situations such as reorganizations.

FOR THE COMMANDER:


DONALD I. NEW
COL, GS, CAL ARNG
Deputy Chief of Staff, J-3 Army

8 FEB 1978

KG-149-B (3 Jan 78) 2nd Ind
SUBJECT: Tank Battalion Tentative Training Readiness Rating Criteria -
Informal Coordination

HEADQUARTERS, 149TH AR BDE, KyARNG, Bowling Green, KY 42101 7 Feb 78

TO: The Adjutant General, ATTN: KG-DOT-AR, Boone NG Center, Frankfort,
KY 40601

1. GENERAL: Comments on the draft objective Training Evaluation
criteria for tank battalions follows:

a. For each organizational element do the criteria adequately reflect
the word descriptions for C1, C2, and C3? Yes

b. Are the criteria readily understandable? Yes

c. Will the criteria require units to maintain training records that
are not truly necessary or beyond the unit's capabilities? Since the
training criterias are designed on a building block basis, training records/
data must be maintained at unit levels, especially tank crew proficiency in
fire (Gunnery) and maneuver (ARTEP). With the real world personnel turbu-
lence both in retention and recruiting units must be capable of knowing at
all times how tank crews fit in the C-ratings. Change of C-ratings at this
level causes a chain reaction of changes at all other levels.

2. Specific comments for Tank Crew - tank battalions, Mortar and Scout
Platoons were required in the following three areas: Time intervals for
various training performances, turbulence factors and differences in the
number of the tactical task satisfactorily performed in light of the
specified time spans? Using the assumption that real world constraints on
time, ranges, ammunition, personnel turbulence, etc., are immaterial to the
development of standards, the answers to the above questions are yes.
However, applying the real world constraints of time, money and men to the
reserve component tank battalions, training evaluation criterias to deter-
mine unit readiness can not be logically reach. Therefore, no units would
ever be higher than C-3, and this rating could only be maintained for a
period of 3 months in a 36 month training cycle.

3. If a unit were to achieve its FORSCOM premobilization objective of C-2,
under the proposed standards, it would have to completely ignore all objec-
tives established by FORSCOM and other agencies.

4. It is also found that units would be spending practically all of their
time testing to achieve/maintain a respectable readiness rating.

5. It is recommended that the standards be changed so as to reflect pro-
ficiency levels of objectives which have been established by FORSCOM
Regulation 350-2.

FOR THE COMMANDER:

Melvin L. Shelley
MELVIN L. SHELLEY
CPT, Armor, KyARNG
Opns & Tng Spec

MILITARY DEPARTMENT OF TENNESSEE

Office of The Adjutant General

NATIONAL GUARD ARMORY
SIDCO DRIVE
NASHVILLE, TENNESSEE 37204

AGTN-OT

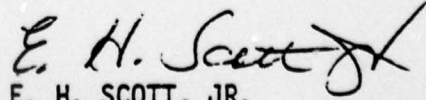
23 January 1978

SUBJECT: Tank Battalion Tentative Training Readiness Rating Criteria -
Informal Coordination

Chief
National Guard Bureau
ATTN: NGB-ARO-T
Washington, D.C. 20310

1. Reference, letter your Headquarters, subject as above, requesting comments NLT 1 February 1978.
2. The following comments are being submitted for your consideration, in updating the above subject.
 - a. Firing of Table VIII at least every six months is impossible for Reserve Component (RC) units. (Page 8)
 - b. The criteria is too stringent for ever attaining a higher REDCON rating than C-3. (Page 3)
 - c. Fully proficient tank crews under the proposed system would never be possible. (Page 8)
 - d. Reference, page 10, paragraph 5, column 3. It would appear that to attain a C-3 rating a unit would have to successfully complete an ARTEP each year. If this is correct a RC unit would never be able to accomplish this task.
 - e. Page 11 & 12. Both these tables seems to allude to the requirement for an annual ARTEP. If this is correct the time factors, ammunition constraints, lack of range facilities, and the many other requirements imposed upon a RC unit would make it impossible to attain anything higher than a C-4 rating.
3. The above comments were taken from consultations with the 30th Armored Brigade and its two tank battalions.

FOR THE ADJUTANT GENERAL:


E. H. SCOTT, JR.
COL, GS, TN ARNG
Director, Plans, Opns & Tng

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL

SUBJECT

NGB-ARO-T

Tank Battalion Tentative Training Readiness
Rating Criteria

TO

~~NGB-ARR~~
DCSOPS

FROM

NGB-ARO

DATE 14 Feb 78

CMT 1

LTC Bishop/ctu/75327

1. Reference: GRC Study - Tank Battalion Tentative Training Readiness Rating Criteria - Informal Coordination, dtd 15 Dec 77.

2. The General Research Corporation (GRC) has contracted, thru DCSOPS, a study to develop objective training evaluation criteria for an armor battalion. GRC conducted on-site visits to NJARNG and SCARNG armor units in order to discuss the proposed criteria. GRC trip reports are at Tab A.

3. In order to obtain the broadest possible review of the proposed criteria, ARO-T mailed a copy of the study to ALARNG, TNARNG, TXARNG, CARNG, CAARNG and KYARNG which is attached at Tab B inclosures one thru five. SA.

4. A summary of the input provided by all states is:

a. Firing of Table VIII every six months is not practical for RC units.

b. RC battalion-sized units would never reach a REDCON C-3 and to reach C-3 the unit would have to take an ARTEP annually.

c. RC units will, because of time constraints and lack of range facilities, generally only reach a REDCON of C-4.

d. FORSCOM Reg 350-2 and FUSA guidelines are considered more realistic and provide attainable incentives for RC units.

e. Tank Gunnery (Table VIII semiannually) requirements are unattainable for reserve units.

f. The commander's subjective analysis is not taken into account.

g. Level 1 ARTEP cannot be considered the minimum level training proficiency.

5. The training readiness criteria as written in this document should be unacceptable to the Army National Guard (ARNG). The criteria makes it unfeasible for any armor unit in the ARNG to be anything but C-4. A detailed review of the published criteria for the lowest echelon (tank crew) of an armor unit located on page 6 reveals the following requirements for the rating of C-3:

a. Four members in the tank crew with at least the tank commander and gunner assigned to the same crew during the firing of the tank tables

1
1
NGB-ARO-T (14 Feb 78)

SUBJECT: Tank Battalion Tentative Training Readiness Rating Criteria

b. Crew successfully completed an ARTEP within the preceding 12 months. This makes the assumption that every ARNG armor unit undergoes an ARTEP annually. FORSCOM Reg 350-2 states that company-size units rated C-2 or better will undergo an ARTEP triennially. C-3 and C-4 units are not required to undergo an ARTEP.

c. All crew members successfully complete the Tank Crew Gunnery Skills Test (TCGST) within the preceding 12 months.

d. Tank crew satisfactorily completed (70% score) tank gunnery through Table VIIC within preceding 12 months.


In summary, for a tank crew to be rated at anything higher than C-4 the crew must:

- a. Undergo an ARTEP annually.
- b. Take the TCGST twice a year.
- c. Complete tank gunnery through Table VIIC annually.

6. All the above training must be accomplished within 48 unit training assemblies (UTA) and 15 days of annual training. FM 17-12, Tank Gunnery, displays a sample tank gunnery program for ARTEP level three units. This program indicates that it will take a full year and 48 UTAs to accomplish TCGST and tank gunnery through Table VII A, B and D. This will allow no time except annual training for the ARTEP. It further means that the entire Training Year will consist of individual tank crew gunnery training and no time at all will be available for any platoon or company/troop level training.

7. Recommend that DCSOPS-DAMO-ODR be advised of a NGB position after your review and comments have been incorporated into a summary paper.

2 Incl
as


CARL L. ACREE
Colonel, GS
Chief, Army Orgn & Tng Div

MFR ACTION CHANGED FROM
ARR to ARO - Col Keener 2/3/78